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# MONTANA PERSONNEL PERSPECTIVES

Number 11
Volume IV

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January 1985

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## GOVERNOR TO CHALLENGE EMPLOYERS TO HIRE DISABLED PERSONS

A challenge to public and private employers to hire disabled persons will be issued by Governor Ted Schwinden at a March 30 kick-off dinner.

The challenge is a six-month contest which will pit public employers such as the Department of Administration against another public employer such as the Department of Revenue or the City of Helena versus Montana State University.

The private sector challenge is broken into two categories. The first category covers organizations such as the Lions versus Kiwanis or Zonta. The second category for the private sector will cover business and industry.

The challenge is a project of the Governor's Committee on Employment of the Handicapped (GCEH). The committee will recognize employers and organizations during the six-month period of the challenge through publicity and Employer of the Month Awards. In addition, awards will be presented to the top employers and organizations at the close of the challenge.

Bob Liston, executive secretary to the GCEH, will have materials available to employers concerning the challenge and will monitor its progress. Questions concerning the challenge should be directed to Liston at 444-3886.

## GOVERNOR'S COMMITTEE ON EMPLOYMENT OF THE HANDICAPPED REVIEWS UPCOMING LEGISLATION

Handicapped parking, and veterans' and handicapped persons' employment preference were legislative issues discussed at the January 17 meeting of the Governor's Committee on Employment of the Handicapped.

The committee voted to support a bill extending handicapped parking right to persons from other states displaying handicapped license plates or placards. They also were in favor of changes to the law which would place specific requirements on the size of parking places designated for the handicapped.

The committee reviewed legislation which would change features of the veterans' and handicapped persons' employment preference act. The committee supported a bill to extend the preference to classified employees in the university system and vo-tech centers. They did not support other changes to the preference, stating that the existing statute should be given more time to see how well it is working before changes are made.

The committee also reviewed progress on the Handicapped Employment Challenge, set to begin March 30. (See related story.)

For more information about activities of the GCEH, contact Bob Liston at 444-3886.

## TIME FRAMES OF THE JOB CLASSIFICATION ENHANCEMENT PROJECT EXTENDED AS A RESULT OF EMPLOYEE COMMENTS

Based on comments received during the formal review and comment phase of the project, the State Personnel Division and the Job Classification Advisory Council (JCAC) have concluded that their development schedule was too ambitious. Attempts to meet budgetary time lines and obtain an appropriation for implementation this legislative session left too little time for information dissemination and employee review and comment. The project schedule is consequently being revised to extend the development phase and allow more time for informational sessions and employee involvement before addressing recommended implementation options during the 1987 legislative session.

Despite the limited comment period, a number of good recommendations were received and are being seriously studied with the expectation of implementing a number of them. A memorandum summarizing the major comments and providing a joint State Personnel Division/JCAC response will be distributed the week of January 21. Additional copies will be available upon request.

The next JCAC meeting is scheduled for February 28/March 1, to review staff work on recommended modifications to the method and review field test results.

For additional information contact Joyce Brown at 444-3884.

## NETWORK DISCUSSES LEGISLATIVE ISSUES

Personnel issues that may be addressed during the legislative session was the key topic discussed by the Personnel Policy Network at the January 11 meeting.

Representatives from the various bureaus in the State Personnel Division also briefed the Network on the following:

1) the pay bill;
2) status of the Classification Enhancement Project;
3) update on insurance conversion to Montana Physicians Service; and
4) summary of the Salary Survey and Grade Change Report.

Network members were told that the Employee Relations Bureau has received an increasing number of requests for guidance regarding smoking in the work place. As a result, the State Personnel Division is in the process of researching this policy issue and developing guidelines for agency use. The guidelines should be ready for distribution in February.

For further information, contact Barb Charlton at 444-3983, or Gale Kuglin at 444-3984.

## ANNUAL LEAVE RULES TO BE FINALIZED

Three persons provided testimony relating to the proposed amendment to the state's annual vacation leave rules at the public hearing on December 20, 1984.

The written comment period ended December 31, 1984. The State Personnel Division is considering all comments received and making appropriate changes to the proposed rules.

The State Personnel Division will file the final rule notice by the end of January or the beginning of February. The final state policy on annual vacation leave should be ready for distribution to MOM holders in late February.

For further information, contact Barb Charlton at 444-3983, or Gale Kuglin at 444-3984.

## GROUP BENEFITS ADVISORY COUNCIL MEETING SCHEDULED

The Employee Group Benefits Advisory Council met January 17. Pertinent items discussed were claims experience and claims processing for the plans since Montana Physicians Service was awarded the health and dental contracts effective last September. Details will be provided in the February issue of the Perspectives.

For more information contact Mike Arnold at 444-3946, or Rod Sundsted at 444-3892.

## HOUSE APPROPRIATIONS COMMITTEE TO DISCUSS THE PAY PLAN

The House Appropriations Committee is scheduled to begin discussions of the State Employee Pay Plans on January 25, at 7:00 p.m. This Committee normally meets in Room 104 of the State Capitol.

For more information contact Linda Cuchine at 444-3872.

## GOVERNOR SCHWINDEN PRESENTS FOUR EMPLOYEES WITH AWARDS

On January 8, Governor Ted Schwinden presented four awards to employees whose suggestions are expected to save state operational costs. Award winners include: Teresa Lundberg - a Helena Department of Administration employee; Eugene Hanson - a Roundup Department of Highways employee; Valerie Flansaas - a Helena employee of the State Auditor's Office; and Lyn Van Arsdale - a Billings Department of Social and Rehabilitation Services (SRS) employee.

As of January 1, 1985, 232 suggestions have been offered under the program. This has resulted in 22 ideas implemented and cash awards averaging $263 to 24 employees (two award-winning ideas were submitted jointly by two employees). For these ideas, the state is expected to generate at least $436,000 in first year cost savings.

The success ratio is nearly one award for each ten suggestions submitted. This ratio seems to be improving as the quality of suggestions is improving.

For more information contact Joe Michaud at 444-3887.

## PERSONNEL CONFERENCE MARCH 12-14 IN BOZEMAN

The College and University Personnel Association (CUPA) will hold its 1985 Northwest Regional Conference in Bozeman on March 12-14, 1985. This three-day conference will feature sessions of interest to personnel practitioners in three different "tracks", as follows:

BASICS — A general overview of the basic theories of personnel administration, including job design and analysis, job evaluation, compensation, recruitment and selection, affirmative action, performance appraisal, counseling and discipline, training and development, labor relations, and conflict resolution.

ADVANCED — Presentations by knowledgeable professionals on current issues and advanced theories, including Montana's answer to comparable worth, new issues in affirmative action, application of "In Search of Excellence" techniques in public employment, enhanced educational delivery through new technology, and lessons learned from arbitration.

INTENSIVE — A special offering for the person who desires an intensive skills development workshop experience. The Action Research/Action Planning Paradigm: Practical Research, Planning and Problem Solving Skills workshop is designed to help decision makers redefine problems and create new possibilities for action.

The Conflict Management Project, University of Montana, will offer an early bird seminar on Monday, March 11, 1985, on resolving and managing conflict as a third-party intervenor.

Contact Linda Yakawich, Personnel Services, Montana State University, Bozeman, Montana 59717-0013, phone 406-994-3583, for a complete conference description and registration packet. Registrations received after February 25, 1985, will be subject to space available.

## BOND DRIVE NETS 133 NEW SAVERS

Each year in its four-year history the state's Savings Bond Drive has seen an increase in the number of employees purchasing bonds through the payroll savings plan. At the conclusion of the 1984 campaign, the number of savers had increased from 795 to 933, a 17.4 per cent increase. The State Personnel Division would like to thank the many coordinators and canvassers who contributed to the success of this year's drive. Top honors go to Jill Shea and her canvassers in the Department of Revenue who recruited 53 new savers and nine increased savers.

Remember that employees can sign up for Bonds throughout the year. Effective November 1984 through April, 1985 Savings Bonds will pay 10.94% interest when held five years or longer.

For information or additional enrollment forms, please contact Pamela Wintrode at 444-3789.

## HEALTH PROMOTION AND "FLABBERS" ANNOUNCED

On-site nursing activities are beginning in Lewis and Clark and Yellowstone Counties. These activities include blood pressure clinics, the initiation of group activities covering any of the various health promotion classes and support groups, and personal contact with the nurse on matters pertaining to individual health.

Employees are urged to look for flyers listing times and places for screenings and classes. Dependents may also participate.

Something unusual has been happening in the Department of Labor and Industry this past year. There have been sightings of a little pink pig at various locations. An investigation has found the pig to reside on the desks of individuals belonging to a group called "Flabbers," who gain, not lose, weight.

Quarterly membership in the "Flabbers" is required for individuals who challenge one another to reduce weight. Participants have a weekly weigh-in and contribute 50 cents to a fund awarding prizes for the most weight lost on a percentage basis during the quarter. At the weigh-in it is agreed that each participant will pay an additional 50 cents for each pound gained. The person gaining the most weight gets the pink pig.

Prizes include $25.00 for first prize, $15.00 for second prize, and $10.00 for third prize. Any money left over after prizes are awarded is used for a social get together of the "Flabbers."

The program has been a success. During the first quarter the 22 individuals participating had a overall weight loss of 364½ pounds.

For additional information call Mike Arnold at 444-3946.

## STAFF CHANGES

David McLaughlin is the new State EEO Coordinator in the State Personnel Division, Department of Administration. Mr. McLaughlin was formerly a Compliance Specialist with the Civil Rights Unit, Department of Highways. His telephone number is 444-3796.

## PDC TRAINING FOR FEBRUARY ANNOUNCED

Eight exciting courses will be conducted under the auspices of the Professional Development Center during February. Your personnel representative has details and registration forms.

For further information call the PDC at 444-3985 or 444-3774.

Program Planning and Management - February 5 - 8:30 to 4:30.
Conducted in Room 310, Coach House Inn, East in Helena. Cost: $55.00.
John Camper, Staff Development Specialist, PDC, will conduct this class. The course will be included in future sessions of the Principles of Management curriculum for mid-level managers. See the Winter Quarter PDC training schedule for class description.

Transforming Work Into A Growth Experience - February 6 - 8:30 to 4:30.
Conducted in Room 310, Coach House Inn, East, Helena. Cost: $48.00.
Mary Ellen Campbell of the University of Montana will again conduct this popular course.

Public Relations in the Public Sector - February 13 - 8:30 to 4:30.
Conducted in Room 136, Mitchell Building, Helena. Cost: $30.00.
Linda Rickman, Personnel Specialist, Department of Administration, is the instructor.

Self Management - February 14 - 8:30 to 4:30.
Conducted at the Ponderosa Inn, Billings. Cost: $55.00.
John Camper, Staff Development Specialist, PDC, is the instructor for this valuable course.

Office Management - February 19 - 8:30 to 4:30.
Conducted in Room 136, Mitchell Building, Helena. Cost: $50.00.
Gretchen Bailey, Management Consultant, and former Regional Training Director for Wells Fargo Bank System will conduct this course.

Environmental Administration - February 21 - 8:30 to 4:30.
Conducted in Room 212A, Coach House Inn East, in Helena. Cost: $60.00.
David Henning, Ph.D., Eastern Montana College will conduct this interesting and educational seminar.

Women in Management - February 26 - 8:30 to 4:30.
Conducted in Room 212A, Coach House Inn East, in Helena. Cost: $45.00. This seminar will be led by Vondene Hopkins, Chief of Management Operations, Economic Assistance Division, SRS.

Influencing: Communication the Ideas That Matter - February 27 - 8:30 to 4:30.
Conducted in Room 303, Workers' Compensation Building. Cost: $58.00. A new course taught by a familiar and popular instructor, Mary Ellen Campbell of the University of Montana.

Remember to check the Winter Quarter PDC Training Schedule or call the PDC for detailed course descriptions.

## STATE TRAINING NETWORK MEETS

The State Training Network was established in May 1983. The group's purpose is to improve the coordination and cooperation of training activities between state agencies and to reduce and minimize training costs. Membership is composed of training officers, staff development specialists and personnel officers. Involvement of all state agencies is encouraged. The next monthly meeting is March 6 at 9:30 a.m., room 214, Department of Highways, 2701 Prospect Avenue.

For more information on the Network, contact Wendy Wheeler, Training Officer, Information Services Division, Department of Administration at 444-2856.

## MANAGING THE AUTOMATED OFFICE SEMINAR SCHEDULED

There will be a discussion of the new management concerns created by the use of automation in the office environment. The seminar will cover topics such as personnel concerns (hiring, training), system concerns (security, operating expenses), and topics concerning the manager directly (technical capabilities, training).

This seminar will take place on February 20 from 8:30 to 10:30 a.m., in Room 136 of the Mitchell Building. There is no charge, but seating is limited. Please call 444-2973 to reserve a place.

Montana Personnel Perspectives is published monthly by the Department of Administration, State Personnel Division. It is intended to keep personnel officers and agency managers informed of developments in the area of personnel management. Materials may be reproduced by state agencies without permission. Comments should be directed to the State Personnel Division, Mitchell Building, Helena, Montana (444-3871).

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## STATE PERSONNEL DIVISION DISTRIBUTES GUIDELINES ON SMOKING IN THE WORK PLACE

Guidelines on smoking in the work place have been distributed to executive branch agency directors and personnel officers by the State Personnel Division.

The Department of Administration has received an increasing number of requests for guidance regarding work place smoking. The State Personnel Division encouraged agency directors to adopt an agency policy where the number of complaints regarding work place smoking have increased or the working relationships between state employees have deteriorated due to work place smoking.

Some of the issues the guidelines address include:

1. Agencies' authority to adopt a smoking/nonsmoking policy.
2. The legal responsibilities relating to smoking in the work place.
3. The development and implementation of a work place smoking policy.
4. The specific issues an agency policy should address.
5. Some sample policies used by other employers.

For further information contact Barb Charlton, at 444-3983.

## GOVERNOR'S HANDICAPPED EMPLOYMENT CHALLENGE

Employers, civic organization leaders and placement specialists will be in attendance March 30 at the Colonial Inn in Helena, when Governor Ted Schwinden delivers his Handicapped Employment Challenge. The Challenge will be a contest among public and private employers to see who can hire the most disabled persons in a six-month period.

Full participation is expected among both public and private employers, with the State of Montana setting the pace for other employers. The contest in the public sector will be at an agency level - Department of Administration vs. City of Helena vs MSU, etc.

Information will be provided to employers which will help them to find placement officers around the state. News releases will be sent to all media to bolster participation, let the public know the Challenge is taking place, and to acknowledge those employers who are participating. "Employers of the Month" certificates will be given to those who are doing an excellent job of placement. An awards banquet will be held in October to honor the employers who hired the most disabled people during the six-month period.

The Governor's Committee will be providing Windmills training (see related article) upon request. This would be a great enhancer to kick off the Challenge.

Any questions about the Challenge should be directed to Bob Liston at 444-3886.

## WINDMILLS TRAINING

Windmills is one of the most widely used and beneficial training programs to raise one's awareness of the limitations placed on persons with disabilities when it comes to employment. The program is unique in that the trainees learn how to improve the employment opportunities of people with disabilities by seeing for the first time how they, themselves, stand in the way. Also, the trainees learn how to overcome the concerns that others in their agency might have about employing or working with disabled persons.

The training is not an encounter group, nor does it talk about the law, accommodation, or removal of architectural barriers. This training deals strictly with the human factor and, in the end, overcomes concerns of the law, accommodation, etc. The modules used consist primarily of exercises relevant to the everyday world of work, which the participant can relate to and remember back on the job.

The program is easily portable and consists of 14 training modules, each approximately one hour long. The modules can be combined to meet the needs of the agency-supervisors, personnel, co-workers, etc. The program is designed to supplement and enhance on-going training programs. The users of this program will, in all probability, also find reduced numbers of conflicts between the personnel staff and supervisors.

If an agency would like to have this training for their staff, or have staff whom they feel should participate in Windmills, they may contact Bob Liston at 444-3886.

## PDC TRAINING FOR MARCH ANNOUNCED

March 1 — EEO and Affirmative Action in the Public Sector. 8:30 a.m. - 4:30 p.m., Room 136, Mitchell Building, Helena. Cost $45.00

March 12 — Supervision: Rights and Responsibilities. 8:30 a.m. - 4:30 p.m., Ponderosa Inn, Billings. This seminar is also included as a part of the Essentials of Management series and credit is given toward completion of that series. Cost $55.00.

March 13 — It's Not My Fault But Maybe I Can Help. 8:30 a.m. - 4:30 p.m., Room 114, Coach House Inn East, Helena. Cost $58.00.

March 14 — Editing Skills. 8:30 a.m. - 4:30 p.m., Room 303, Workers' Compensation Building, Helena. Cost $45.00.

March 19 — Performance Standards and Appraisal, Part I. 8:30 a.m. - 4:30 p.m., Room 212A, Coach House Inn East, Helena. This class is also offered in the Essentials of Management curriculum and is credited toward completion of that series. Cost for Part I and Part II $90.00.

March 26 — Remote Supervision. 8:30 a.m. - 4:30 p.m., Room 303, Workers' Compensation Building, Helena. Cost $55.00. Due to the nature of this seminar it is necessary that at least one employee assigned in a remote reporting situation accompany each supervisor attending.

March 27 — Performance Standards and Appraisal, Part II. 8:30 a.m. - 4:30 p.m., Room 212A, Coach House Inn East, Helena.

March 28 — Media Relations. 8:30 a.m. - 5:00 p.m., Red Lion Inn, 700 West Broadway, Missoula. Cost $55.00. This class is limited to 10 participants.

March 28/29 — Righting Your Writing. 1:00 p.m. - 4:30 p.m., Room 136, Mitchell Building, Helena. Cost $30.00. This class will be offered twice, March 28 and March 29.

For further information regarding these or other classes offered by the Professional Development Center, call 444-3985.

## TWO SPECIAL CLASSES IN KALISPELL OFFERED

By special request, two classes are being offered by the Professional Development Center in Kalispell, February 27 and 28. The classes are Public Relations in the Public Sector, (in the morning February 27 and the afternoon February 28), and Managing Your Time (afternoon February 27 and morning February 28). Classes begin at 8:30 a.m. in the morning and 1:00 p.m. in the afternoon. All classes will be given in the Ambush Room, Outlaw Inn at 1701, U.S. 93 South. Cost of the classes: $30.00 each, or both for $55.00. For more information, call 444-3985.

## SHIRLEY MILLER APPOINTED TO ADVISORY COUNCIL

Shirley Miller, Professional and Occupational Licensing Bureau Chief, Department of Commerce, was recently appointed to the Management Development Advisory Council replacing Nancy Leifer who has left state government.

The Advisory Council met in Helena, January 30 to hear a progress report concerning both the Essentials of Management and Principles of Management curriculum.

Members of the Management Development Advisory Council, in addition to Miller, are: Dan Bucks, Department of Revenue; Russell McDonald, Department of Highways; Marilyn Miller, Office of Public Instruction; William Spivey, Department of Social and Rehabilitation Services; Kenneth Weaver, Montana State University; Gary Blewett, Department of Labor and Industry; Dennis Taylor, State Personnel Division; and Maureen Flemming, University of Montana.

Comments to and suggestions regarding management training conducted by the Professional Development Center are welcome and should be given to either a council member or the PDC at 444-3885.

## STAFF CHANGES

Labor Relations Specialist Caleb Mills has resigned to accept the position of Personnel Officer with the Department of Highways. His new appointment was effective February 4.

## CLASSIFICATION ENHANCEMENT PROJECT UPDATE

The Job Classification Advisory Council will meet on February 28 and March 1. Agenda items include a review of staff modifications to the factoring method, a review of a report on the issue of measuring mental stress, a review of the evaluation of the 135 positions included in the field test, and a review of the draft of the comparable worth report. The meeting is open to the public and begins at 8:30 a.m., in the State Personnel Division conference room, Room 136, Mitchell Building.

The division is proceeding with the necessary steps to begin the evaluation of each position in the classified service with the new point factoring evaluation method. This process should begin in July 1985 and should be complete by December 1986. Options for implementation will then be considered and, if necessary, a request for funding presented to the 1987 Legislature.

For additional information contact John McEwen at 444-3894, or Joyce Brown at 444-3884.

## INSURANCE FEE SCHEDULE UPDATED AND STUDIED

Following questions from employees regarding the amount Montana Physicians Service (MPS) allows as usual, customary and reasonable (UC&R) charges for payment of claims, the Department of Administration is studying steps which will ensure that the UC&R amounts will stay within the range of providers charges.

The UC&R schedule was updated in January and the amounts charged by providers and allowed by MPS should be approximately the same.

It was the recommendation of the State Employees Benefit Advisory Committee, which met in January, to include a timely submission of claims provision into the State Health and Dental Plans. This provision will guarantee payment of claims that are submitted within a specified time period after the claim is incurred. If claims are not submitted within that time period they will not be paid. Employees are submitting claims which were incurred in 1983. A claim this old is difficult to process because of eligibility information and deductible information which the claims administrator may not have. It is costly to the plan and time consuming to process claims which are two or three years old. The wording of the timely submission of claims provision is being studied.

It came to the attention of the Advisory Committee members that many employees who are unable to work because of a disability are unaware of the Waiver of Premium Provision in the Life Insurance Plan. It provides that:

> "If an employee becomes permanently and totally disabled while insured, and under age 60, life coverage will be extended during an approved disability at no cost. When dependent life is also elected,

that coverage will also be extended without further premium payment while the approved employee disability continues.

Any life coverage that is being extended because of an approved disability will cease when an employee reaches age 65."

For any additional information call the Employee Benefits Bureau, 444-3946.

## "FLABBERS" EXPANDS TO TREASURER'S OFFICE

Interest in weight loss has been growing. Since the article in January about the "Flabbers", a group of individuals in the Treasurer's office decided to contribute $2.00 each and compete with one another in losing weight. The first month saw a total reduction at 85 pounds. One participant gained one pound and two participants refused to weigh-in.

At the end of a two-month period the person who loses the most weight gets 50% of the total amount paid into the kitty. Second and third prizes are 30% and 20% respectively.

Because of the sedentary lifestyles of many state employees, over weight is a problem. Excess weight is a risk factor for most chronic diseases today including heart disease, diabetes, hypertension, and many more.

For any information about the State Employee Stay Well Well Well program call Mike Arnold 444-3946.

## HEALTH PROMOTION WEEK FOCUSES ON THE HEART

Lifestyles which affect the heart will be the focus of the annual Health Promotion Week, May 28-31. Heart disease has become a major killer today. Lifestyles determine many risks associated with the health of the heart.

Films and speakers discussing lifestyles that impact the heart will be presented during the week. Also, screening for hypertension and for the lungs will be done at various locations. A schedule of events will be published.

Beginning in March the State Health Promotion program will be sponsoring brown bag sessions during lunch hours covering a variety of topics relating to health maintenance. A flyer will come out with the paychecks on February 27.

Scheduled sessions are:

March 5 S.R.S. Auditorium - Lunchtime Exercise Class
March 19 E.S.D. Building, Room 104 - Eating for a Healthy Heart
April 2 Mitchell Building, Room 136 - Communication Skills
April 16 S.R.S. Auditorium - Healthy Eating on the Road
April 30 S.R.S. Auditorium - Behavior Modification Techniques
May 14 Capitol Building, Room 104 - Relaxation Techniques.

Employees, dependents and retirees are urged to attend any health promotion activities.

For further information, contact Mike Arnold at 444-3946.

## CINDY ANDERS JOINS BENEFITS COUNCIL

Cindy Anders, Department of Revenue, Motor Fuel Tax Division, was appointed to the State Employee Group Benefits Advisory Council. She replaces Norma Seiffert of the State Auditor's Office, who has retired.

Current members include Cindy Anders, Department of Revenue; John Prebil, Department of Highways; Tom Schneider, MPEA; Nadiene Jensen, AFSME; Diana Dowling, Legislative Council; Tom McCarthy, Montana State Hospital; and Dennis Taylor, Department of Administration.

The contract for consulting services provided by Brad Byers of Mercer-Meidinger expires on February 28. Requests for proposals for consulting services have gone out and proposals must be postmarked by February 22. The timetable to determine finalists has not been set.

For additional information, contact Mike Arnold at 444-3946.

## GCEH TAKES POSITION ON LEGISLATION

The Governor's Committee on Employment of the Handicapped (GCEH) met January 17 to discuss legislation being considered by the Montana Legislature. The GCEH is in support of the Priorities for People (PFP) budget for SRS along with the following:

HB 111 - to include universities, colleges and vo-techs under the employment preference act. (The committee's feeling was all classified positions should be subject to the preference.)

HB 169 - to provide handicapped parking for disabled veterans. (The committee felt this was an oversight during last legislature and all persons who need handicapped parking should receive the benefit.)

SB 59 - to provide accessibility to public buildings by physically disabled persons. (The fact that the legislature is attempting to put federal guidelines into this law should improve accessibility.)

SB 92 - to recognize handicapped parking permits from outside Montana as valid in Montana. (The committee feels disabled persons should be afforded the same rights across the country.)

SB 93 - to provide guidelines as to the dimensions of handicapped parking spaces. (The committee supported this with an amendment to require signs designating such spaces be on a pole or wall. This would help eliminate painting and stenciling signs on the ground where they are covered up half of the year.)

The committee voted unanimously to oppose the following:

HB 473 - to require scored procedures and provide separate employment preference laws for veterans and handicapped persons. (The GCEH is in opposition to this for several reasons. First, there has not been enough time since the special session to tell if the current

preference is not working. Further, there are several inequities in HB 473 which are being imposed upon handicapped persons. The GCEH does not feel points or scored procedures are the answer to the preference. The authors of this bill decided handicapped persons needed points added, but at the same time did not feel handicapped persons wanted to be included in:

1. universities, colleges and vo-techs,
2. school districts,
3. 150% court settlement of wages lost,
4. reduction in force, or

The residency requirement has also been eliminated for veterans at the state and county level, but still remains for handicapped persons.

The GCEH also feels disabled/handicapped persons, whether veteran or civilian, should be afforded the same preference. These are the people who have the highest unemployment rate, and by putting disabled veterans and eligible relatives over handicapped civilians, the problem will be prolonged.

For more information on legislation concerning disabled persons please contact Bob Liston at 444-3886.

## 1985 PAY BILLS INTRODUCED

Three different state employee pay bills have been introduced during this 49th legislative session. Each of these bills would establish state employees pay at significantly different levels for the FY86/FY87 biennium. Each of the bills and their salient features are listed below:

HB 375 (The Administration's bill introduced by Representative Francis Bardanouve) (D-Harlem)

- A 2% general increase in July 1985 and a 2% general increase in July 1986.
- Employees would remain at the step they occupy as of June 30, 1985, during the term of the biennium. An exception would be step 1 employees that will still advance to step 2.
- The state contribution for group insurance will increase from $1200/year to $1320/year in FY86 and to $1440/year in FY87.
- This proposal requires a general fund appropriation of approximately $17,700,000.

HB 376 (Introduced by Representative Jerry Driscoll) (D-Billings)

- A 7% general increase in July 1985 and a 7% general increase in July 1986.
- Each employee would advance a step on the matrix on their anniversary date each year.
- Insurance (Same as HB 375).
- A shift differential of $.50/hour for the second shift and $.75/hour for the third shift.
- This proposal requires a general fund appropriation of approximately $100,000,000.

HB 377 (Introduced by Representative Jack Moore) (R-Great Falls)

- No general increase.
- Steps same as HB 375.
- Insurance contribution remains at $1200 during FY86 and FY87.
- No general fund cost.

For further information please contact Joe Michard at 444-3887.

## PERSONNEL CONFERENCE MARCH 12-14 IN BOZEMAN

The College and University Personnel Association (CUPA) will hold its 1985 Northwest Regional Conference in Bozeman on March 12-14, 1985. This three-day conference will feature sessions of interest to personnel practitioners in three different "tracks", as follows:

BASICS — A general overview of the basic theories of personnel administration, including job design and analysis, job evaluation, compensation, recruitment and selection, affirmative action, performance appraisal, counseling and discipline, training and development, labor relations, and conflict resolution.

ADVANCED — Presentations by knowledgeable professionals on current issues and advanced theories, including Montana's answer to comparable worth, new issues in affirmative action, application of "In Search of Excellence" techniques in public employment, enhanced educational delivery through new technology, and lessons learned from arbitration.

INTENSIVE — A special offering for the person who desires an intensive skills development workshop experience. The Action Research/Action Planning Paradigm: Practical Research, Planning and Problem Solving Skills workshop is designed to help decision makers redefine problems and create new possibilities for action.

The Conflict Management Project, University of Montana, will offer an early bird seminar on Monday, March 11, 1985, on resolving and managing conflict as a third-party intervenor.

Contact Linda Yakawich, Personnel Services, Montana State University, Bozeman, Montana 59717-0013, phone 406-994-3583, for a complete conference description and registration packet. Registrations received after February 25, 1985, will be subject to space available.

## STATE TRAINING NETWORK MEETS

The State Training Network was established in May 1983. The group's purpose is to improve the coordination and cooperation of training activities between state agencies and to reduce and minimize training costs. Membership is composed of training officers, staff development specialists and personnel

officers. Involvement of all state agencies is encouraged. The next monthly meeting is March 6 at 9:30 a.m., room 214, Department of Highways, 2701 Prospect Avenue.

For more information on the Network, contact Wendy Wheeler, Training Officer, Information Services Division, Department of Administration at 444-2856.

# DEFERRED COMPENSATION PROVIDES YOU WITH A GREATER INCOME AT RETIREMENT

Look at the difference! This difference is available to you because your investments and earnings grow tax-deferred. Deferred Compensation is a program offered by the State of Montana and administered by the State Personnel Division of the Department of Administration.

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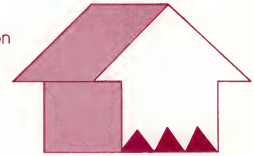

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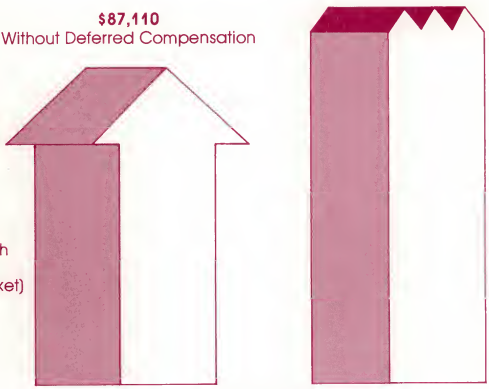

$100 per month
set aside
(25% tax bracket)

After 30 Years
(assumes a nine percent growth rate)

As part of the State Personnel Division's and Montana Benefits' continuing employee education program, our plan coordinators at Montana Benefits, Inc. are available for group presentations, training sessions and seminars.

Yes, I would like a plan coordinator to contact me about a group presentation.

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**DEFERRED COMPENSATION as compared to an Individual Retirement Account (IRA)**

**With DEFERRED COMPENSATION (Pre-tax Dollars):**

- You defer those taxes NOW. That amount is not used to calculate amounts withheld for taxes. Nor is it included on your W-2 form.
- Your maximum contribution is 25 percent of your income, not to exceed $7,500.
- There is no age restriction. And there are no federal surcharges applied to DEFERRED COMPENSATION.
- AND you can have both an IRA and DEFERRED COMPENSATION.

**With an IRA (After-Tax Dollars):**

- You do pay the taxes on the amount now. When you file your income taxes, you are just allowed to include it as a deduction.
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- You can not withdraw until age 59½ years or you pay ordinary income tax PLUS a ten percent federal surcharge.

**As you prepare your 1984 taxes, NOW is an excellent time to plan for your tax-deferred investments for 1985 to enhance your retirement income. Maximize your tax and investment benefits for the year, contact a plan coordinator NOW.**

PERFORMANCE OF DEFERRED COMPENSATION OPTIONS
AS OF DECEMBER 31, 1984

| Fund | Type of Fund | Percent Asset Value Change in Last 3 Months | Percent Asset Value Change in Last 6 Months | Percent Asset Value Change in Last Year | Percent Asset Value Change in Last 3 Years (Yearly Average) | Percent Asset Value Change in Last 7 Years (Yearly Average) |
|---|---|---|---|---|---|---|
| Deferred Compensation Plan Options: | | | | | | |
| 1. Fixed annuity-money invested before January 1, 1981 | Guaranteed rate of return - Long-term commitments | 2.2 | 4.4 | 8.9 | 8.9 | 8.4 |
| 2. Fixed annuity-money invested after January 1, 1981 | Guaranteed rate of return - Long-term commitments | 2.9 | 5.8 | 11.4 | 12.0 | INA* |
| 3. Nationwide Fund | Income Stocks | 2.1 | 10.2 | 5.1 | 13.6 | 9.6 |
| 4. Seligman Growth Fund | Growth Stocks | 0.2 | 6.1 | -10.1 | 10.5 | 12.4 |
| 5. Putnam Investors | Growth Stocks | 1.5 | 9.3 | -0.7 | 13.8 | 15.2 |
| 6. Massachusetts Investors Growth Stock Fund | Growth Stocks | -0.5 | 5.7 | -5.1 | 12.3 | 15.2 |
| 7. Mutual Investing Money Market Fund | Short-term debt instruments | 2.3 | 4.8 | 9.3 | 9.5 | INA* |
| 8. Massachusetts Financial High Income Trust Fund | Fixed income securities | 1.8 | 8.4 | 5.2 | 21.8 | INA* |
| 9. Massachusetts Capital Development Fund | Aggressive growth stocks | 0.5 | 3.4 | -12.2 | 17.4 | 25.2* |
| 10. Fidelity High Income Fund | Fixed income securities | 3.8 | 13.0 | 9.5 | 21.3** | INA** |
| 11. Fidelity Equity Income Fund | Income stocks | 5.5 | 16.3 | 9.5 | 24.5** | 22.7** |
| 12. Twentieth Century Growth Fund | Aggressive growth stocks | 0.3 | 5.5 | -12.1 | 7.2** | 30.1** |
| Market Indicators: | | | | | | |
| 1. U.S. Consumer Price Index | Measure of price changes | 0.0 | 2.0 | 3.5 | 4.2 | 8.0 |
| 2. Dow Jones Industrial Average | Industrial stocks | 0.4 | 7.0 | -3.7 | 12.2 | 6.2 |
| 3. Dow Jones Bond Avg. | Bonds | 4.7 | 11.5 | 4.3 | 9.1 | -2.5 |
| 4. Money Market Funds as published in the Wall Street Journal | Short-term debt instruments | 2.6 | 5.3 | 10.0 | 10.1 | INA |

INA - Information used to compute this statistic is not available.
* - This option was not available to state employees before 1/1/81.
** - This option was not available to state employees before 1/1/84.

The above information does not represent any particular participant's investment experience nor does it represent future fund performance.

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# MONTANA PERSONNEL PERSPECTIVES

Number 13
Volume IV

March 1985

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## CLASSIFICATION ENHANCEMENT PROJECT STAFF AND ADVISORY COUNCIL CONTINUES TO IMPROVE AND REFINE THE PROPOSED EVALUATION METHOD

The Job Classification Advisory Council (JCAC) met February 28 and March 1, 1985 to 1) review a special report on what job characteristics have been found to cause mental stress and which of these could be measured by a job evaluation instrument, and 2) to review the results of applying the proposed method to 135 test positions. They also heard an oral summary of the draft Comparable Worth Report issued by the Department of Administration.

Pamela Wintrode, Personnel Specialist, outlined the results of her research on established studies of job related mental stress. Her research was conducted for the classification enhancement project in response to requests by certain employee groups and individuals that job related mental stress be measured and credited in the proposed classification method. She noted that her research addresses the question of whether the cumulative body of knowledge on stress includes any consensus on what factors create stress - particularly what work characteristics are "stressors" - and whether these characteristics could be measured by a job evaluation instrument. Copies of the report will be available shortly from the the State Personnel Division.

The Council briefly reviewed the factor rankings of test positions and concurred with the staff assessment that further clarification is required in two factors. These are the Human Relations and Complexity factors.

The Council drafted a letter to the Department of Administration stating that the JCAC is committed to development and implementation of a quantitative point factor benchmark system by 1987 and strongly urged the Department of Administration to continue to provide needed resources to achieve that goal.

## HANDICAPPED EMPLOYMENT CHALLENGE

Governor Ted Schwinden will speak to public and private employers about hiring disabled persons during a six month challenge period. The Governor will speak April 18, at Jorgenson's at 11:30 a.m. More information on the Employment Challenge can be found in past issues of Perspectives or by calling Bob Liston at 444-3886.

## WINDMILLS

"Windmills", a handicapped attitudinal awareness workshop, has been given by the Department of Administration and Department of Revenue over the past 1½ months. This is an excellent workshop to show supervisors and co-workers the capabilities of disabled employees. It is a fun, participatory program, and we urge as many people as possible to participate. The Department of Administration offers this workshop free and anyone interested can contact Bob Liston at 444-3886.

## GROUP BENEFITS MEETING RELEVANT TO DEFERRED COMPENSATION

The Group Benefits Advisory Council met March 21, 1985. Greg Murray and John Allen of G. T. Murray and Company/Montana Benefits, Inc. presented their Annual Report of the State Deferred Compensation Plan. Some of the items covered by the report include the following:

- Deferral statistics by state agency.
- 1984 Account Balance.
- Participation and deferrals compared to those of other neighboring states.
- Fixed annuity return rates compared to competitive products and market returns.
- Returns provided by the variable fund options compared to market indicators and other competitive products.

## SB 123
## GOVERNOR SIGNS BILL TO INCREASE AWARDS

On March 19, Governor Schwinden signed SB 123, the bill to continue the Employee Incentive Awards program indefinitely and change the maximum award amount from $500 to $1,500 for a single suggestion. A suggestion expecting to save the state $15,000, in its first year of implementation, will be worth $1,500 under the new law, as opposed to the former $500.

The Incentive Awards Advisory Council met March 12 to review 24 suggestion applications. One of these was found to be sufficiently beneficial to state operations to warrant a cash award.

Regena Vogl and Evaleen Starkel, both employees of the Department of Livestock in Helena, will share a $430 award. They suggested a discontinuance of permit forms being mailed to veterinarians and consignees responsible for imported animals. Their idea led to the conclusion that there was no longer a need to mail the forms to these parties. The suggestion is expected to save the Department of Livestock $4,300 in its first year of implementation. Governor Schwinden will present Ms. Vogl and Ms. Starkel with their awards within the next few weeks.

## COMPARABLE WORTH STATUS REPORT ISSUED

The Department of Administration has issued a comparable worth report to the 49th Legislature entitled, " ...Toward a Standard of Comparable Worth." The report was submitted in compliance with 2-18-208, and 2-18-209, MCA, passed last legislative session. This legislation requires the Department of Administration to work toward a standard of equal pay for work of comparable value and to "report to the legislature the status of the study of the comparable worth standard, and the extent to which Montana's classification plan and pay schedules adhere to or fall short of the standard of equal pay for comparable worth...(and) make recommendations to the legislature as to what impediments exist in meeting this standard" each session until the standard is met.

The report discusses the male/female wage gap in Montana state govern-

ment and causal factors. These factors include: (1) male/female differences in employee characteristics such as education, work experience, and longevity with state government; (2) differences in the kind of work performed by men and women and whether work performed primarily by women is compensated less on average because it is less skilled and responsible or because the classification system systematically undervalues (undergrades) female dominant classes for the skill and responsibility of the work; and (3) pay disparities between general schedule classes and comparable classes under separate collectively bargained schedules, particularly the predominately male blue collar schedule.

A total 25% gap between the average wages of permanent full-time male and female state employees was reported. Male employees earn an average $5,503 more per year than female employees.

Male/female differences in longevity with the state was found to account for 15% of this gap. Permanent full-time male employees under the general schedule have earned an average 7.77 annual steps and 1.48 longevity increments compared to an average 6.28 steps and .88 longevity increments for women--although women in lower grades have greater longevity than men in those grades.

Reliable data on male/female differences in education and work experience was unavailable. In the absence of such data, the report assumed that male/female differences in education and work experience accounts for no more of the state wage gap than the national wage gap (between 20% and 50%).

The biggest contributing factor to the state wage gap, like the national wage gap, is job segregation. Seventy-nine percent of all general schedule job classes are dominated by (contain 70% or more of) one sex or the other.

In state government, like the nation, most women are found in different job classes than men and the more a class is dominated by women, the lower its pay grade is likely to be. Women hold 93% of clerical jobs, which have the lowest average grade (7.4) and salary ($13,354) of all major job categories.

The report examines the extent to which this relationship between salaries and percentage female is caused by concentration of women in relatively low skill/responsibility jobs on the one hand or undergrading of female dominant jobs for their skill/responsibility level on the other hand.

It was found that the concentration of women in sub-professional/managerial jobs, generally regarded as less skilled and responsible than professional/managerial jobs, is alone responsible for a 10% wage gap (40% of the total 25% wage gap). Women hold 58% of non-professional/managerial jobs and 31% of professional/managerial jobs.

The possibility that female dominant jobs are undervalued (undergraded) for their skill responsibility level is the central comparable worth issue. This question cannot be answered without a formal comparable worth study. Such a study, in turn, requires an acceptable quantitative job evaluation method for systematically measuring the worth or skill/responsibility level of jobs.

Pending completion of an appropriate job evaluation method, possible undervaluation of female dominant jobs was assessed by comparing the state of Montana's treatment of female dominant jobs with their treatment by two states that have made the most progress in proving equal pay for work of comparable value. These are the states of Minnesota which has distributed $20,000,000 (half of the estimated amount needed) to bring female dominant jobs up to the pay level of the lowest paid male dominant job with the same number of evaluation points, and the state of Idaho which has distributed $13,000,000 to achieve a consistent dollars to evaluation points relationship for all jobs.

The findings were that Montana's current classification and pay practices go further in correcting any inequities between male/female jobs than do those of the two states purported to have made the most progress to date in making comparable worth adjustments.

The conclusions were: (1) that male/female pay inequities in at least the general schedule* may not be extensive and that correction may, consequently, be administratively and financially feasible and (2) that comparable worth adjustments will not close that portion of the wage gap created by concentration of women in less skilled and responsible non-professional/non-managerial jobs. Equal opportunity and affirmative action measures will still be needed, not to move women into jobs now held predominately by men per se, but to give them greater access to more highly skilled and responsible professional and managerial jobs in which men currently predominate.

The report cited the following impediments to meeting a standard of comparable worth:

1. ARRIVING AT AGREEMENT ON THE DESIGN OF THE JOB EVALUATION METHOD TO BE USED IN ASSESSING AND CORRECTING PAY INEQUITIES.

   The state is seeking to technically upgrade its classification system. As most states engaged in comparable worth studies are finding, freedom from bias is in the eye of the beholder and subject to considerable debate - as are other features of a new or proposed job evaluation method.

2. COST.

   The immediate cost of meeting a comparable worth standard depends on numerous factors: (1) the extent of measured inequities (which is, in turn partially a product of the job evaluation instrument used); (2) pay adjustment policies, and procedures (i.e., whether both upward and downward adjustments are made, or only upward adjustments, whether full or partial adjustments are made, whether upward adjustments are made for all undervalued classes or only female dominant classes, etc.); and (3) the time frame for the adjustments.

* Too few salary survey matches between Montana jobs in separate pay plans and Minnesota or Idaho jobs existed to draw conclusions beyond the general schedule.

Given the favorable comparison between Montana State Government's pay practices and those of the comparable worth states of Minnesota and Idaho, costs for achieving a comparable worth standard within the general schedule may not be prohibitive.

3. INTER-PAY PLAN INEQUITIES.

   The large inequities between general schedule jobs and comparable (predominantly male) jobs under the blue collar plan are the product of special statutory collective bargaining rights and, consequently, cannot be easily corrected.

The report proposed several steps for overcoming impediments to comparable worth. These were:

1. Develop and implement a single, bias-free point factor job evaluation system for Montana state government to systematically measure the worth of all jobs in the state service.*

2. Eliminate inequities between the general schedule pay plan and other pay plans established through collective bargaining by legislative action and/or the collective bargaining process.

3. Avoid creation of any additional, separate classification and pay plans to limit inter-plan inequities and prohibit the transfer of positions from the general schedule to other plans.

4. Establish a process to hold state managers accountable for establishing and meeting realistic and measurable equal opportunity and affirmative action goals and timetables to correct underrepresentation of women and minorities--particularly in more responsible and skilled positions.

5. Continue a complete central staff development and training program, as well as agency training programs (to enhance the skills and promotional potential of male and female employees).

6. Require all agencies to submit education and experience data on each employee to the P/P/P system in order to assess how fairly the state system rewards female employees for their human capital.

A copy of the Comparable Worth Report is available at the State Personnel Division Office. For further information contact Joyce Brown, 444-3884.

* The most frequently cited operational definition of comparable worth is one by Helen Remick, an Economist involved in the Washington State Study. She operationally defines it as ... "the application of a single, bias free point factor job evaluation system within a given establishment, across job families, both to rank-order jobs and set salaries"

## GROUP INSURANCE CONSULTING SERVICES GOING OUT FOR BID

The Companies selected to give presentations to the State Employee Group Benefits Advisory Committee for consulting services are: Martin Segal Co., Inc., Fred S. James & Co., The Wyatt Co., Peat Marwick Mitchell & Co., and Mercer-Medinger, Inc.

The meeting was held on March 21 in Room 104 in the Department of Labor and Industry building, corner of Lockey and Roberts. Each company gave a presentation. Final recommendations will be made to Ellen Feaver, Director of the Department of Administration, by the Advisory Committee concerning the broker/consultant to be retained to advise the state on Employee Benefits matters.

For further information, please contact Mike Arnold at 444-3946.

## TAYLOR APPOINTED TO THE HEALTH CARE COST CONTAINMENT ADVISORY COUNCIL

Dennis Taylor, Administrator of the State Personnel Division and Chair of the State Employee Group Benefits Advisory Council was appointed to the Health Care Cost Containment Advisory Council by Governor Ted Schwinden. The 21 member council, which is made up of employers, health care providers and consumers, government and labor representatives, was created by executive order and is charged with finding ways to reduce the rate of growth in Montana's health care system. Council Chairman, Kenneth Hickel, Billings, appointed three committees at the Council's first meeting. They are:

Benefits Design Committee
Dennis Taylor, Chairman
Administrator, State Personnel Division

Data Analysis Committee
Janice Connor, Chairman
Executive Director, Montana Foundation for Medical Care

Health Education
Terry Screnar, Chairman
President, Blue Cross of Montana

The next meeting of the Health Care Cost Containment Advisory Council will be on Tuesday, April 9, 1985, in Helena, beginning at 9:00 a.m.

For further information contact Jonas Rosenthal, Governor's Office, 444-3111.

## BENEFITS FOR JOB SHARE EMPLOYEES TO CHANGE

HB 153, which entitles state employees in a job sharing status to the same benefits that permanent part-time employees receive, was signed into law by Governor Schwinden on March 19.

2-18-107(2) MCA, now reads, "Employees in a job sharing status are entitled to holiday pay, annual leave, sick leave, and health benefits on the same basis as permanent part-time employees provided for in 2-18-603, 2-18-611, 2-18-618, and 1-18-703."

There is an immediate effective date. Effective the pay period ending March 29, 1985, the state share of employee group benefits no longer will be pro-rated between job share partners. Each job share employee working at least 20 hours per week will receive the full state share of employee group benefits. Job share employees working less than 20 hours are no longer entitled to any state share. The state share should be administered consistent with the way you have determined if a part-time employee is eligible for that share.

On March 24, 1985, the State Personnel Division sent a memo notifying agency personnel officers and payroll clerks of the change.

Because sick and annual leave and holidays already are administered consistent with those benefits for part-time employees, this bill does not affect these benefits.

If you have questions regarding this change, contact Gale Kuglin, 444-3984, or Barb Charlton, 444-3983.

## QUESTION AND ANSWER

Question and Answer is a new monthly feature in the Perspectives. Questions relating to personnel policies, procedures and issues will be posed. Answers will provide policy interpretation, direction to resources, describe the reasons the answer is appropriate, and give a contact person for further information.

QUESTION: When does an employee become eligible to take annual leave, if the employee takes an approved leave of absence without pay which lasts longer than 15 working days? (See Page 9 for the answer).

## PROFESSIONAL DEVELOPMENT CENTER SPRING SCHEDULE PUBLISHED

The spring quarter Training Schedule of classes offered under the auspices of the Professional Development Center has been published and distributed.

During April, May and June, five popular courses will be offered in Billings, two in Missoula, and one in Miles City and Glendive. In addition, seven new courses have been announced, including two that will become part of the Principles of Management curriculum later in the year.

Those attempting to complete the P.D.C. Essentials of Management curriculum will find that two of those courses are to be offered during the month of May.

Courses offered during the month of APRIL are:

April 3 & 4 — Public Relations In The Public Sector And Managing Your Time
In the Orange Street Inn, Missoula.
One of the courses will be presented in the morning and the other in the afternoon. The following day the order of presentation will be reversed. Cost of the two classes is $55 for both or $30 for each class. Linda Rickman, Instructor.

April 9 — Report Writing
Room 302/303, Workers' Compensation Building.
Cost of the seminar is $50. Ray Fenton, Instructor.

April 10 — New Employee Orientation
Room 136, Mitchell Building.
To accommodate those from outside Helena, this seminar will be conducted from 10:00 a.m. to 3:00 p.m. Cost is $10.

April 16 — Sexual Harassment Prevention
Room 136, Mitchell Building.
This class will begin at 10:00 a.m. and end at noon,
Cost is just $15. Linda Rickman, Instructor.

April 23 — Media Relations
Room 302/303, Workers Compensation Building
Cost is $55. John Camper, Instructor.

For a full description of these and other classes offered by the Professional Development Center, see the Spring Quarter Catalog or call us at 444-3985.

## QUESTION AND ANSWER

Answer: Leave of Absence Without Pay of more than 15 working days no longer means an employee must repeat the full 6-month qualifying period to be eligible to take annual leave. To avoid an apparent conflict with the Montana Maternity Leave Act, the annual leave rules which were amended effective February 1 change the way the qualifying period is completed to be eligible to take annual vacation leave credits.
(See ARM 2.21.221(11) in Policy 3-0305, Annual Vacation Leave.)

To determine when an employee is eligible to take leave, the following should be considered:

If an employee takes a leave of absence without pay longer than 15 working days before completing the qualifying period, does the employee lose the time already earned?

No, an employee who takes an approved leave without pay does not lose time already earned toward completion of the 6-month qualifying period. When the employee returns to work he or she resumes earning time. When the employee has worked 6 total months, the employee is eligible to take leave.

Does the employee get credit toward completion of the qualifying period for any of the time on leave without pay?

If the total time on leave without pay is 15 working days or less, all the time on leave will count toward completion of the qualifying period. If the total continuous time on leave without pay is more than 15 working days, none of the time on leave counts toward completion of the qualifying period.

Under what circumstances would an employee have to repeat the full 6-month qualifying period to be eligible to take leave?

If the employee has a break in service, the employee would have to repeat the full qualifying period. By law, a break in service is "a period of time in excess of 5 working days when a person is not employed and that severs continuous employment." A break in service could result from a termination or resignation or result from an absence of more than 5 working days in a row without an approved leave of absence.

Amendments to the sick leave rules relating to the qualifying period are being prepared. Because of the apparent conflict with the Maternity Leave Act, in the interim before the rules can be amended, the State Personnel Division advises agencies to administer the qualifying period for sick leave consistent with the changes for annual leave.

For further information, contact Gale Kuglin, 444-3984 or Barb Charlton, 444-3983.

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## PERSONNEL-RELATED LEGISLATION RECAPPED

The following bills affecting personnel administration have been signed into law:

HB 375 (Bardanouve) Establishing State Employee Compensation Plans and Benefit Levels.

HB 375 establishes the state pay matrices providing an increase at step two of 1½% or $300, whichever is greater for FY86 and an increase of 1½% or $250, whichever is greater for FY87. During FY87 employees will be allowed to advance a step on the matrix. This bill also provides for an increase in the state's contribution to health insurance from $100 per month to $105 per month in FY 86 and to $115 in FY 87. New employees will continue to advance to step two after six months in both years.

SB 247 (Daniels) An Act Requiring a Public Employer to Pickup a Member's Contributions Under the Public Employee's, Teachers', Highway Patrolmen's, Sheriffs', State Game Wardens', and Municipal Police Officers' Retirement Systems; Requiring the Employer to Deduct from the Member's Compensation an Amount Equal to the Amount of the Member's Contributions Picked Up by the Employer, Requiring a Member to Pay State and Local Taxes on a Refund on his Contributions.

SB 247 is basically a deferred income plan which permits the employer to pay the 6% employee contribution to the retirement system with before-tax dollars. This change will increase the "take home pay" of public employees approximately 2% after July 1, 1985.

HB 774 (Driscoll, Spaeth, et.al.) An Act Revising the Method for Determining Years of Employment for the Purpose of Calculating Longevity Allowances and Vacation Leave Credits for Certain Public Employees.

HB 774 revises the method of calculating years of employment and is retroactive to employment after July 31, 1984. For longevity and rate earned purposes, years of employment within state government will be calculated as follows:

1) An employee must be credited with 1 year of service for each period of 2,080 hours of service following his date of employment.

2) An employee must be credited with 80 hours of service for each bi-weekly pay period in which he is in a pay status or on an authorized leave of absence without pay, regardless of the number of hours he has worked in the pay period.

3) An employee of a school at a state institution or the university system must be credited with 1 year of service, if he is employed for an entire academic year.

HB 153 (Bradley) An Act to Entitle State Employees in a Job-Sharing Status to the Same Benefits that Permanent Part-Time Employees Receive.

Effective the pay period ending March 29, 1985, the state share of employee group benefits no longer will be pro-rated between job share partners. Each job

share employee working at least 20 hours per week will receive the full state share of employee group benefits. Job share employees working less than 20 hours are no longer entitled to any state share. The state share should be administered consistent with the way you have determined if a part-time employee is eligible for that share.

SB 230 (Tveit, et.al.) An Act to Exempt Public Agencies from the Montana Human Rights Act and the Governmental Code of Fair Employment Practice to the Extent That These Laws Conflict with the Prohibition Against Nepotism in Public Agencies.

SB 230 reduces the potential conflict between the prohibition against nepotism in public agencies and the Montana Human Rights Act and the Governmental Code of Fair Practices which prohibit discrimination on the basis of marital status. Beginning October 1, 1985, compliance with the nepotism law, 2-2-302 and 303 will not be a violation of the Human Rights Act or Governmental Code of Fair Practices.

HB 183 (Ellerd, Vincent, et.al.) An Act to Require that a Nonsmoking Area be Designated in Each Enclosed Work Area Maintained by the State or a Political Subdivision thereof.

HB 183 requires that a non-smoking area be designated in each enclosed work area maintained by the state or a political subdivision of the state where there are seven or more employees. Smoking and non-smoking areas must be designated with an easily readable sign.

SB 123 (Eck, Gould, et.al.) An Act Increasing the Amount of the Maximum Incentive Award Permitted under the Statewide Employee Incentive Award Program from $500 to $1,500; Removing the Provision Terminating the Program.

SB 123 permits an agency who implements an employee's suggestion to award the employee not more than 10% of the estimated monetary savings up to $1,500. Larger awards may be proposed and submitted to the legislature for consideration.

HB 550 (Brown, et.al.) An Act to Allow State Employees to Pool a Portion of Their Accumulated Sick Leave in a Fund and to Draw Upon the Fund if Absence Due to Extensive Illness or an Accident Exhausts their Sick Leave; Creating a State Employee Sick Leave Advisory Council.

HB 550 directs the Department of Administration to establish a nonrefundable sick leave fund to which state employees may contribute any portion of their accumulated sick leave. A nine-member advisory council will assist the department to adopt rules and to administer the fund.

In addition, the following bills were defeated:

HB 473 (Pavlovich et.al.) An Act Requiring Certain Public Employers to Use Scored Procedures for Selecting Persons for Appointment to Certain Positions, Granting Preference to Certain Military Veterans and their Eligible Relatives in Appointment to These Positions and in Retention during Reduction in Force; Eliminating the Preference Provided to Veterans and their Eligible Spouses under the Montana Veterans' and Handicapped Persons' Employment Preference Act and Revising the Preference Provided to Handicapped Persons and their Eligible Spouses under that Act. (Defeated on second reading in the Senate).

HB 718 (Addy) An Act to Establish a Uniform Grievance Process for Certain State Employees; to Discontinue the Merit System Council.

HB 718 would have provided appeal rights to executive branch employees who are terminated, demoted, suspended, laid off, or transferred. The Board of Personnel Appeals would have heard any grievances. This bill was killed in Senate committee.

## QUESTION AND ANSWER

Question: When does an employee's military service count toward employment time for accelerating the rate at which the employee earns vacation leave credits? (See Page 7 for answer).

## STATE SICK LEAVE RULES TO BE REVISED

Amendments to the state sick leave rules have been drafted and distributed to agency heads and the Personnel Policy Network for review and comment.

The amendments are consistent with recent changes to the state annual leave rules concerning leave without pay during the qualifying period. These changes are being made to assure that both policies are in compliance with the Montana Maternity Leave Act (49-2-310 and 49-2-311, MCA).

For a copy of the proposed amendments contact your agency personnel office. If you have any questions or comments, please call Gale Kuglin at 444-3984 or Barb Charlton at 444-3983.

## GCEH MET APRIL 18 IN HELENA

The Governor's Committee on Employment of the Handicapped (GCEH) met April 18, 1985 to discuss legislation affecting the employment of persons with disabilities.

After discussing HB 473, revision of Veteran's Preference (see related story), the committee adjourned its meeting to testify in opposition of the bill at the Senate hearing. The bill was later defeated.

The GCEH also discussed the Employment Challenge which the Governor was initiating the same day (see related story). Continued effort will be given to include more private sector employers in The Challenge. Bob Liston will contact all Chambers of Commerce, while individual members will contact employers in their respective town.

The GCEH is sponsoring this program with the intention of encouraging the employment of more disabled persons. For further information, you can contact Bob Liston at 444-3886.

## PAYROLL, PERSONNEL, POSITION CONTROL USER GROUP MET

The Payroll, Personnel, Position Control (P/P/P) User Group meeting was held on Thursday, April 25, 1985. Topics discussed at the meeting included:

1. SB 247 "Employee Pick Up and Pay" legislation - The effective date of this law is July 1, 1985. Basically the employee's contribution to PERS is tax

deferred until retirement or cash out. This means an employee will receive more money in his or her paycheck, and will pay taxes on the retirement deduction money on retirement.

2. The applicant flow and training portions of the P/P/P system should be inplace by July 1, 1985 and ready for use. The applicant flow system will be an on-line system, with each agency having the capability inputting its own data. The cost of this system will be paid out of the P/P/P/ budget. As yet, it is not known if the on-line capability for the training function will be paid from the P/P/P budget, or individual agency budgets.

   Tests on the applicant flow and training systems will begin during the week of April 29 - May 3, 1985. Upon completion of the tests, a users manual will be developed and training conducted for agency users.

   If anyone has any further questions concerning the applicant flow or training systems, call Richard Hall, P/P/P Coordinator at 444-3473, or Dave McLaughlin, EEO Coordinator, at 444-3796.

## HEALTH PROMOTION WEEK SCHEDULED

Health Promotion week will be May 28 through May 31. The focus this year will be on the health of the heart. A schedule of events is listed below:

Tuesday, May 28, 1985 — S.R.S. Auditorium - 12:00 Noon - 1:00 P.M.

Speaker: (10 min.) - Mike Arnold - MT State Employee Health Promotion Program.
Film: "I Am Joe's Heart" - 26 min.

The film clearly explains the physiology of the heart, how psychological tension can strain the crucial organ, the causes and nature of a heart attack, and good health practices needed to keep the heart sound. Live sequences are combined with three dimensional animation to graphically portray the ways in which the heart can be abused and its consequences.

Blood Pressure Screening - 9:30 A.M. - 12:30 P.M.

Wednesday, May 29, 1985 — Cogswell Building, C209 - 12:00 - 1:00 P.M.

Speaker: (10 min.) - Cindy Brown
Film: "Look Before You Eat" (Nutrition) - 22 min.

The film is a critical examination of our eating habits and their relationships
to our health. Nutritionists comment on the relation of our diet to a number of major diseases, and how advertising and food industry promotion affect our food choices. Some students try for three weeks to reduce their consumption of sugar, salt, and fat, and then report on the results. A school board president talks about the success of a program which puts nutritious foods in vending machines. The occurrence of sugar, salt and fat in our diet is looked at in detail. A doctor urges putting aside junk foods and eating right in order to maintain long-term fitness and good health.

Thursday, May 30, 1985 Rm. 104, Capitol Building - 12:00 - 1:00 P.M.

Film: "Why Risk A Heart Attack: - 40 min.

The film outlines the risk factor of heart disease.

Blood Pressure Screening - 9:30 A.M. - 12:30 P.M.
Pulmonary Testing - 9:30 A.M. - 12:30 P.M. - Capitol Rotunda

Friday, May 31, 1985 Scott Hart Auditorium - 12:00 - 2:00 P.M.

12:00 - 1:00 P.M.

Speaker: (10 min.) - Kit Moore
Film: "Coping With Life On The Run" - 27 min.

Dr. George Sheehan, Cardiologist, author, marathoner and philosopher has become the nation's leading spokesman on why a good state of physical fitness is essential to being able to cope with the everyday challenges and problems in business and industry. The film attests that fitness does lead to an improved self-image, a higher level of self confidence, and a more productive performance in daily jobs and professions.

1:00 - 2:00 P.M. - For Senior Citizens

Film: "Be Well - Health in the Later Years" - 24 min.

The host is Milton Berle, now in his 70's. The film provides a general overview of the main health concerns for people sixty and older; presenting aging not as a problem, but as a natural process with its own unique challenges and rewards.

The information is conveyed by authorities who devote themselves to helping us live healthy lives, and by seniors who have learned the rewards of living that way. The information is lightened by comical vignettes that take pot shots at our sloth and resistance to healthy living. The principal consultant is Dr. John W. Farquhar, Professor of Medicine at Stanford University.

Saturday, June 1, 1985

Governor's Cup - Why not sign up and run for a "healthy heart?"

For further information, contact Mike Arnold at 444-3946.

## HANDICAPPED EMPLOYMENT CHALLENGE LUNCHEON

Governor Ted Schwinden issued a challenge to hire disabled persons to 80 employers and placement specialists in Helena, April 18.

The Governor urged employers to hire disabled persons who are seeking employment, not because it is the humanitarian thing to do, but, because the disabled persons applying are qualified for the positions.

Lowell Bartels, Chairman, Governor's Committee on Employment of the Handicapped (GCEH), was also a speaker at the luncheon. Bartels described tax incentives available which make it good business to hire disabled persons. He talked about his personal experience with hiring disabled people and said he has never had a serious problem in 25 hires with those he has employed. Persons with disabilities tend to be more faithful to their employer, do a better job and stay longer on the job, according to Bartels.

"A Different Approach", a film on employment of the handicapped was shown at the luncheon. GCEH Executive Secretary, Bob Liston, told the group this film is part of "Windmills" training, an attitude awareness training on disabilities, which the GCEH will provide to employers upon request.

For further information, contact Bob Liston at 444-3886.

## QUESTION AND ANSWER

Answer: State law and state rule requires that the military service must "interrupt" state employment or county employment or city employment to be credited as employment time and count for annual leave rate earned purposes. The employee must return to employment within 90 days of separation from military service.

Military service incurred before public employment is not credited as employment time when calculating years of employment for annual leave rate earned purposes. (see 2-18-614, MCA and ARM 2.21.666(6).

It is the employee's responsibility to provide appropriate documentation of prior public employment which is interrupted by eligible military service time.

## EMPLOYEE HANDBOOKS STILL AVAILABLE

Copies of the Employee Handbook are still available from Central Stores Bureau. The State Personnel Division, which has prepared the handbook, does not anticipate extensive revisions to the current handbook. It will be at least six months before any revisions are made and a new handbook will be available. Almost all material in the current handbook remains up-to-date.

The current handbook is 35¢ per copy. The price of the revised handbook probably will be higher.

Agencies interested in ordering the Employee Handbook should contact Central Stores Bureau directly. The stock number is 9-0870.

For further information, contact Gale Kuglin, 444-3984, or Barb Charlton, 444-3983, or for order information contact Central Stores Bureau.

## PROFESSIONAL DEVELOPMENT CENTER CLASSES ANNOUNCED

Participatory Task Assignment, May 7, 8:30 - 4:30, Room 302/303, Worker's Compensation Building, Helena.

This class, conducted by Gary Curtis, Job Service Administrator, is included in the Essentials of Management curriculum under the title of Delegation. Those

desiring credit for completion of the E.O.M. may do so by enrolling in this seminar. COST: $55.00

Office Management, May 8, 8:30-4:30, Ponderosa Inn, Billings. COST: $50.00

Public Relations in the Public Sector, May 8, 10:00 - 3:00 PM, Room 136, Mitchell Building, Helena. COST: $25.00

How to Keep Your Job From Making You Sick, May 9, 8:30 - 4:30, Room 302/303 Worker's Compensation Building, Helena. COST: $25.00

Cut-Back Management, May 14, 8:30 - 4:30, Room 302/303, Worker's Compensation Building, Helena. COST: $65.00

Program Planning and Management, May 16, 8:30 - 4:30, Room 302/303, Worker's Compensation Building, Helena. COST: $55.00

Editing Skills, May 20, 8:30 - 4:30, Ponderosa Inn, Billings. COST: $50.00

Interviewing Skills, May 21, 8:30 - 4:30, Ponderosa Inn, Billings. COST: $55.00
Preparing for Administrative Hearings, May 21, 8:30 - 4:30, Room 302/303, Worker's Compensation Building, Helena. COST: $55.00

* Public Relations in the Public Sector, May 22 & 23, City Center Motel, Bozeman. COST: $25.00

Managing Your Time, May 22 & 23, City Center Motel, Bozeman. COST: $30.00

Schedule as shown below:

| | | |
|---|---|---|
| May 22 | 8 a.m. - Noon | PR in Public Sector |
| | 1 p.m. - 4:30 | Managing Time |
| | 8 a.m. - Noon | Managing Time |
| | 1 p.m. - 4:30 | PR in Public Sector |

Corrective Action and Discipline, May 23, 8:30 - 4:30, Room 302/303, Worker's Compensation Building, Helena. COST: $55.00
This course also qualifies toward completion of the Essentials of Management course.

Writing Skills, May 23, 8:30 - 4:30, Mac's IGA, Miles City. COST: $50.00

Advanced Editing Skills, June 4, 8:30 - 4:30, Room 302/303, Worker's Compensation Building, Helena. COST: $55.00

Managing Your Time, June 5, 10:00 - 3:00, Room 136, Mitchell Building, Helena. COST: $25.00

* Not shown on regular quarterly schedule. Added by popular demand.

For further information concerning these or other courses offered by the Professional Development Center, call 444-3985 or 444-3749.

PERFORMANCE OF DEFERRED COMPENSATION OPTIONS
AS OF MARCH 31, 1985

| Fund | Type of Fund | Percent Asset Value Change in Last 3 Months | Percent Asset Value Change in Last 6 Months | Percent Asset Value Change in Last Year | Percent Asset Value Change in Last 3 Years (Yearly Average) | Percent Asset Value Change in Last 7 Years (Yearly Average) |
|---|---|---|---|---|---|---|
| Deferred Compensation Plan Options: | | | | | | |
| 1. Fixed annuity-money invested before January 1, 1981 | Guaranteed rate of return - Long-term commitments | 2.2 | 4.4 | 8.9 | 8.9 | 8.4 |
| 2. Fixed annuity-money invested after January 1, 1981 | Guaranteed rate of return - Long-term commitments | 2.9 | 5.8 | 11.5 | 11.9 | INA* |
| 3. Nationwide Fund | Income Stocks | 8.2 | 10.4 | 16.2 | 17.7 | 12.5 |
| 4. Seligman Growth Fund | Growth Stocks | 9.5 | 9.7 | 13.2 | 18.6 | 16.0 |
| 5. Putnam Investors | Growth Stocks | 9.3 | 10.9 | 19.3 | 23.0 | 19.7 |
| 6. Massachusetts Investors Growth Stock Fund | Growth Stocks | 6.9 | 6.4 | 10.4 | 18.0 | 18.3 |
| 7. Mutual Investing Money Market Fund | Short-term debt instruments | 1.7 | 4.1 | 9.0 | 9.1 | INA* |
| 8. Massachusetts Financial High Income Trust Fund | Fixed income securities | 5.1 | 7.1 | 8.6 | 24.5 | INA* |
| 9. Massachusetts Capital Development Fund | Aggressive growth stocks | 7.5 | 8.1 | 5.2 | 23.9 | 20.1* |
| 10. Fidelity High Income Fund | Fixed income securities | 5.2 | 9.2 | 14.1 | 20.0** | INA** |
| 11. Fidelity Equity Income Fund | Income stocks | 7.0 | 12.9 | 21.0 | 23.9** | 23.3** |
| 12. Twentieth Century Growth Fund | Aggressive growth stocks | 7.8 | 8.1 | 7.6 | 9.0** | 29.6** |
| Market Indicators: | | | | | | |
| 1. U.S. Consumer Price Index | Measure of price changes | 1.0 | 1.0 | 4.0 | 3.7 | 7.6 |
| 2. Dow Jones Industrial Average | Industrial stocks | 4.6 | 5.0 | 8.7 | 16.4 | 9.1 |
| 3. Dow Jones Bond Avg. | Bonds | 0.6 | 5.4 | 6.1 | 5.7 | -3.2 |
| 4. Money Market Funds as published in the Wall Street Journal | Short-term debt instruments | 1.9 | 4.6 | 9.7 | 9.7 | INA |

INA - Information used to compute this statistic is not available.
* - This option was not available to state employees before 1/1/81.
** - This option was not available to state employees before 1/1/84.

The above information does not represent any particular participant's investment experience nor does it represent future fund performance.

Montana Personnel Perspectives is published monthly by the Department of Administration, State Personnel Division. It is intended to keep personnel officers and agency managers informed of developments in the area of personnel management. Materials may be reproduced by state agencies without permission. Comments should be directed to the State Personnel Division, Mitchell Building, Helena, Montana (444-3871).

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# MONTANA PERSONNEL PERSPECTIVES

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Volume V

May 1985

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## PAY AND CLASSIFICATION RULES DISTRIBUTED FOR COMMENT

Copies of the proposed revisions to the pay plan rules and the classification plan rules have been distributed to agency heads, personnel officers and payroll clerks. The Personnel Policy Network will meet on Thursday, June 13 to discuss these draft rules. The Network meeting will be held from 9:00 a.m. to noon, in Room 136, State Personnel Division Conference Room, Mitchell Building, Helena.

Changes to the rules are being made to implement amendments to 2-18-301, MCA, compensation determination, and 2-18-201, MCA, classification, which were made by the legislature and are effective July 1, 1985.

Written comments, including proposed language changes should be sent to: Gale Kuglin, Policy Coordinator, State Personnel Division, Mitchell Building, Helena, by June 7, 1985.

Contact Joe Michaud at 444-3887, regarding the pay plan rules, and John McEwen at 444-4894, regarding the classification plan rules.

## PAYROLL/PERSONNEL/POSITION CONTROL SYSTEM (P/P/P) SCHEDULED TO GO ON-LINE

The applicant flow program of the Payroll/Personnel/Position Control System (P/P/P) is scheduled to go on-line July 1, 1985.

The legislature has authorized funds in the State Auditor's budget for agencies to use the on-line applicant flow system. The State Auditor's Office has the responsibility for coordinating the P/P/P System.

Until recently, each executive branch agency manually compiled this applicant information and forwarded it to the State Personnel Division. The applicant flow system will allow for the information to be input directly in order to provide the analyses required by state and federal regulations.

Under the Uniform Selection Guidelines, when an employer does not collect race, ethnic and sex data on job applicants and where representation of racial or ethnic minorities or women in particular job categories differs greatly from the relevant labor force, there is a presumption of discrimination.

Each user of a selection device must maintain records on the impact of its selection procedures on employment of persons by identifiable racial, ethnic, and sex groups.

Currently, most discrimination cases involve improper selection procedures as cited in Crabtree vs. Montana State Library (No. 82-226), and/or insufficient data retention. Failure to maintain required data can result in protracted litigation and withholding of federal funds. The Applicant Flow System will have the capabilities of collecting and analyzing applicant data on race, sex, age, disabilities, and veteran's status. This data is also critically important to monitor the effect of the current Montana Veteran's and Handicapped Person's Preference Act.

The State Auditor's Office will be sending information by May 31, 1985, to make arrangements for security procedures for agencies to go on-line for the Applicant Flow System.

If you require further information, please contact Dave McLaughlin, EEO Coordinator, at 444-3796.

## CHANGES PROPOSED TO SICK LEAVE POLICY

Proposed amendments to three sick leave rules are currently being reviewed by agency heads and personnel officers. The rules proposed for amendment are ARM 2.21.122, 2.21.123, and 2.21.133.

The agencies have been asked to review the complete sick leave policy and recommend to the State Personnel Division additional amendments to the policy.

Amendments to the rules proposed by the State Personnel Division would make definitions consistent with those used in the Annual Leave Policy, ARM 2.21.215, et seq.; would update the citation of the Montana Maternity Leave Act, and would modify the way the qualifying period is completed when leave of absence without pay is taken to avoid a potential conflict between 2-18-618, MCA, and 49-2-311, MCA.

Proposed amendments to ARM 2.21.122 add interpretive material to the definitions of break in service, continuous employment and qualifying period. The interpretations were developed in the recent process of amending the Annual Leave Policy and the amendment of these rules is proposed for consistency and to provide additional interpretation. The proposed amendment to ARM 2.21.123 is a housekeeping change. The amendment to ARM 2.21.133 is proposed as a result of comments received in the process of amending the annual leave rules. Those rules also contained the requirement to repeat the full qualifying period for leave use where a leave of absence without pay exceeding 15 days is approved. Several agencies and an informal opinion from the Human Rights Division indicate the rule as previously proposed may conflict with the specific statute 49-2-311, MCA, which provides that a woman on maternity leave must be returned to her position "with equivalent pay and accumulated seniority, retirement, fringe benefits and other service credits." The effect of ARM 2.21.133(14) may be to remove a benefit already earned, and may conflict with the Maternity Leave Act. 2.21.216(2) has been amended to clarify the term continuous employment, which is also used in this rule. Under the proposed change, a leave of absence without pay of more than 15 working days will not count toward completion of the qualifying period, but the employee will not forfeit time already earned.

The initial review and comment period ends May 31. Comments by agencies will be incorporated, where appropriate, into the proposed amendments.

For additional information, contact Gale Kuglin, 444-3984.

## GOVERNOR'S HANDICAPPED EMPLOYMENT CHALLENGE WORKS

The Departments of Highways and State Lands are the first to meet the employment challenge issued by Governor Ted Schwinden in March by hiring disabled persons. Private employers have been requesting assistance from placement specialists to find qualified persons for openings.

The Governor's Committee on Employment of the Handicapped (GCEH) has sent letters to Chambers of Commerce to reach more private sector employers. The response has been good to this point and GCEH members will be on the road explaining the "Challenge" and providing any technical assistance.

The GCEH will provide Windmills Training (an attitudinal awareness program about persons with disabilities) to interested organizations and/or employers. GCEH members also have information on "reasonable accommodation" and are more than happy to put employers in touch with placement specialists. For more information on this training and to speak with a GCEH member or placement specialist in your area, call Bob Liston at 444-3886.

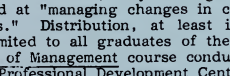
## MANAGEMENT DEVELOPMENT ADVISORY COUNCIL MEETS

Members of the Professional Development Center's Management Development Advisory Council met May 8 to discuss plans and goals for the coming fiscal year. Efforts were made to assess the training budgets of all departments and to determine their effect on the Management Development Program. Goals were set, options discussed, and a clearer direction given the members of the Professional Development Center. Members of the Advisory Council are: Gary Blewett, Labor and Industry; Dan Bucks, Revenue; Maureen Flemming, University of Montana; Russ McDonald, Highways; Marilyn Miller, Office of Public Instruction; Shirley Miller, Commerce; William Spivey, Social and Rehabilitation Services; Dennis Taylor, Administration; and Kenneth Weaver, Montana State University.

For further information contact Jim Burgess, Training Director, at 444-3855.

## MANAGEMENT MINUTES PRODUCED BY PDC

The first issue of a new monthly publication by the Professional Development Center (PDC) has been released. Management Minutes will feature a brief book review and short comments or clips from other publications about the same topic. The first, easy reading, issue is aimed at "managing changes in changing times." Distribution, at least initially, is limited to all graduates of the Essentials of Management course conducted by the Professional Development Center, and to department directors and administrators.




QUESTION: An employee requests an alternate work schedule of 35 hours in one week of the pay period and 45 hours in the second week. Can this be done?

## VARIED COURSES OFFERED IN JUNE BY PDC

The following courses are offered by the Professional Development Center in June. To enroll, contact your Personnel representative or call 444-3985.

Advanced Editing Skills
June 4, 8:30-4:30, Room 302/303, Workers' Compensation Building. Cost $55.

Managing Your Time
June 5, 10:00-3:00, Room 136, Mitchell Building. Cost $25.

A Delicate Balance: Privacy and The Right to Know
June 12, 8:30-4:30, Room 302/303, Workers' Compensation Building. Cost $55.

Sexual Harassment Prevention
June 11, 2:30-4:30, Ponderosa Inn, Billings. Cost $15.

Public Relations in the Public Sector
June 12, 8:30-Noon. Ponderosa Inn, Billings. Cost $30.
- and again -
June 13, 1:00-4:30, Best Western Holiday Lodge, Glendive. Cost $30.

Managing Your Time
June 12, 1:00-4:30, Ponderosa Inn, Billings. Cost $25.
- and again -
June 13, 8:30-Noon, Best Western Holiday Lodge, Glendive. Cost $25.

Remote Supervision
June 13, 8:30-4:30, Ponderosa Inn, Billings. Cost $55.
NOTE: This course requires that at least one employee located away from the supervisor attend with the supervisor.

Transforming Your Job Into a Growth Experience
June 18, 8:30-4:30, Room 302/303, Workers' Compensation Building. Cost $58.

## JUNE COURSES (Cont.)

Approaching Supervision
June 19, 8:30-4:30, Room 302/303, Workers' Compensation Building. Cost $45.

Self-Management
June 25, 8:30-4:30, Room 302/303, Workers' Compensation Building. Cost $55.

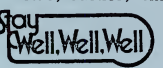
## ADMINISTRATIVE LAW AND ETHICS OFFERED IN JUNE

Can you always be "safe" if you "follow the letter of the law" or "go by the book"? Where do, or should, your own personal ethics enter the picture? Mid-managers in state government are often faced with some very difficult and worrisome questions in the administering of various acts, rules, etc. This course, conducted by Drs. Jim Lopach and Ron Perrin of the University of Montana, Political Science Department will explore these issues. Offered this time for open enrollment, the course will be included in the Principles of Management series to begin in July, 1985, and is intended for mid-level managers in state government.

Course will begin June 21, at 8:30 a.m. in Room 302, Workers' Compensation Building. Cost of the course is just $55.00. For further information concerning this course call the PDC at 444-3749

## STAY WELL NEWS FIRST ISSUE BEING DISTRIBUTED

The first issue of Stay Well News is being distributed to state employees during Health Promotion Week, May 28-31. The following is a list of contact persons responsible for distribution in each agency: Administration, Barb Kain; Institutions, Janet Bouchee; Highways, Jo Schmitz; Commerce, Mary Larson; Livestock, Lorrane Dressler; SRS, Cynthia Whitbeck; Revenue, Joe Meyer; State Library, Dianne Keller; Health, Glenna McClure; State Lands, Gary Willis; Governor's Office, Mary Jo Murray; OBPP, Mary LaFond; OPI, Erma Polich; Secretary of State, Bobby June Day; Labor, Ray Spiroff; Military, Ken Cottrill; Natural Resources, Jeri Ann Lantz; FW&P, Kathy Carter; Auditor's Office, Skeeter Schwochow; Historical Society, Barbara Smith; Agriculture, Laura Hildenstab; Justice, Cindy Foster.




The first issue contains information on the "Health of the Heart" which is the focus of this year's Health Promotion Week.

Health Promotion Week ends May 31 but health promotion activities are continuing. In Lewis and Clark County the following activities are scheduled:

Blood Pressure Screening
July 11 - 9:30 to 12:30
Mitchell Building
Front Lobby.

August 15 - 9:30 - 12:30
Department of Highways
Auditorium

Classes

Freedom From Smoking
7:30 p.m. - 9:30 p.m. every Monday evening June 3 thru July 15, City-County Building.

For further information, contact Mike Arnold at 444-3946.

## PRE-EMPLOYMENT INQUIRIES ARE THEY LEGAL?

Pre-employment inquiries include any form of questioning used as part of a manager's process for evaluating and selecting job applicants. The job application is a pre-employment inquiry. So is the background or reference check. And of course, the most familiar form of pre-employment inquiry is the job interview.

In any of these situations, the employer faces a two-fold challenge. He or she needs to obtain sufficient information about the applicants to make an informed choice, while staying within the legal boundaries which protect applicants. According to the Equal Employment Opportunity Commission (EEOC), which investigates charges of discrimination, the selection process is responsible for more charges of discrimination than any other area of employment practices.

### Laws

The basic protection against discrimination in employment is provided by the Civil Rights Act of 1964 (Title VII), as amended by the Equal Employment Opportunity Act of 1972. It states that it is an unlawful employment practice to fail to hire an individual because of race, sex, religion, or national origin. The EEOC is responsible for enforcement of this act.

In addition, the Age Discrimination in Employment Act of 1967 (ADEA) prohibits discrimination against job applicants between the ages of 40 and 70. The Equal Pay Act of 1963 requires equal pay for equal work under similar conditions regardless of sex. Montana's public employers must also comply with the Montana Human Rights Act and the Governmental Code of Fair Practices. These laws extend protection against discrimination in employment to applicants of all ages. Discrimination on the basis of marital status, political belief, or physical or mental handicap is also prohibited by these laws.

Inquiries regarding race, sex, religion, or age are not illegal in and of themselves, but unless they are bona fide occupational qualifications, they are considered irrelevant. Inquiries which directly or indirectly disclose such information may constitute evidence of discrimination. In investigating any charge of discrimination, officials of the EEOC would be concerned about such irrelevant inquiries.

For the purposes of applicant flow recordkeeping, such information may be solicited on a form which is kept separate from the rest of the application and completion should be voluntary. The person who reviews the applicant flow information should not be involved in the screening or selection of the applicants. The detachable "Applicant Survey" of the State Application serves this purpose.

### Key Terms

"Job-related" and "consistent" are key terms in pre-employment selection. Interview questions must be designed to ensure that their content has a direct bearing on the applicant's ability to perform the job. EEOC v. Spokane Concrete Products is a case in point. A charge of sex discrimination was upheld because the company did not question a female applying for a truck driver position about her experience, health, and driving record. It did, however, make these inquiries of the male applicants and gave them an opportunity to explain their qualifications.

ARE THEY LEGAL? (Continued)

Reference Checks

In addition to the interview, employers may obtain information through reference checking. When such checks are done in good faith and given appropriate weight, they can provide useful information.

The same guidelines for interview questions apply to questions asked of references. Inquiries should be related to previous job performance and skills and abilities. Questions such as race, sex, religion, or related questions such as child care arrangements should not be asked. A decision not to hire an applicant might be construed as a result of these inquiries. As with interview questions, the questions asked of references should be applied consistently. In the case of East v. Romine, Inc., a charge of sex discrimination was upheld when the company did not hire a female applicant based on her poor work history, but subsequently hired nine males while making no inquiry into their work histories.

Generally, whenever a manager receives unfavorable information about an applicant that will be used in making a hiring decision, the agency should consider giving the applicant some opportunity to explain or rebut adverse information.

Summary

In summary, the EEOC offers two broad guidelines which are useful in job interviews, reference checks, or any other pre-employment inquiry.

1. Will the answers to this question, if used in making a selection, have a disparate effect in screening out minorities and/or members of one sex, i.e., disqualifying a significantly larger percentage of members of a particular group than others?

2. Is this information really needed to judge an applicant's competence or qualification for the job in question?

By stopping to consider whether the inquiries being made are job-related and consistently applied, a hiring manager can ensure that he or she is conducting a lawful pre-employment inquiry.

For further information, contact Pam Wintrode, Selection Specialist, at 444-3789.

## LONGEVITY HOURS AND LEAVE ACCELERATOR HOURS TO BE ADJUSTED FOR LESS THAN FULL-TIME EMPLOYEES

House Bill 774, passed by the 49th Legislature, requires state agencies to adjust longevity increment hours and leave accelerator hours for employees who work less than full time for the period from the implementation of the Attorney General's opinion on October 13, 1984, through April 26, 1985.

As of April 26, 1985, the P/P/P system has been changed to credit each state employee with 80 hours for longevity and leave accelerator purposes, as long as the employee is employed with the state, regardless of the number of hours worked or authorized leave of absence without pay.

A turnaround document, detailed instructions and some examples were distributed to state agency payroll clerks on May 17, 1985, for appropriate changes.

The turnaround document must be adjusted and returned to the Central Payroll Division by June 7, 1985. Adjustments made after June 7, 1985 will have to be made individually for each employee.

If you have any questions concerning the adjustment of hours please contact Barb Charlton at 444-3983, or Richard Hall at 444-2040.

## POLICY PURSUIT

ANSWER: Approving any alternate work schedule is up to the agency. There are definite drawbacks for both the agency and the employee to this proposed schedule.

This employee is eligible to earn overtime. The calculation of hours for overtime is based on an individual workweek and not on the 2-week pay period used by the state. Hours in excess of 40 in a workweek must be compensated at time and a half. In the week the employee works 45 hours, the employee would be eligible for 5 hours of overtime. The employee cannot waive the right to this overtime payment. Within the workweek, the 8-hour day can be modified to, for example, 4, 10-hour days, without creating a problem with overtime, unless a collective bargaining agreement requires overtime for hours in excess of 8 per day.

The employee would lose some vacation and sick leave accrual under this schedule. The employee's regular schedule is 40 hours per week. In the week with 35 hours, the employee is, in effect, in leave of absence without pay status for 5 hours and earns no leave credits for those hours. In the second week, the employee would work 5 overtime hours. Leave does not accrue for overtime hours.

To determine if an employee is eligible to earn overtime, contact your agency personnel officer. The final determination on overtime eligibility is made by the Labor Standards Division, Department of Land Industry. For more information on alternate work schedules, contact your agency personnel officer or Gale Kuglin, 444-3984, or Barb Charlton, 444-3983.

## GROUP BENEFITS COUNCIL TO MEET

The next meeting for the State Employee Group Benefits Advisory Council is tentatively scheduled for the middle of June, though no final date has been set. The top priority on the agenda will be the determination of Usual Customary and Reasonable (UCR) changes allowed for payment under the state plan.

For further information contact Mike Arnold at 444-3946.

# Meetings

### INCENTIVE AWARDS ADVISORY COUNCIL MEETING

The Incentive Awards Advisory Council has scheduled a meeting for June 4 at 1:00 p.m., in the State Personnel Division conference room. Aside from its normal duty of evaluating suggestions, the council will review draft administrative rule revisions. These revisions are necessary to incorporate program changes mandated by the legislature through the passage of Senate Bill 123 by the 49th Legislature. The law now provides that the program is now continuous rather than having a trial termination date. For suggestions submitted on or after July 1, 1985, the maximum award amount has been increased from $500 to $1,500.

For further information, contact Joe Michaud at 444-3887.

Montana Personnel Perspectives is published monthly by the Department of Administration, State Personnel Division. It is intended to keep personnel officers and agency managers informed of developments in the area of personnel management. Materials may be reproduced by state agencies without permission. Comments should be directed to the State Personnel Division, Mitchell Building, Helena, Montana (444-3871).

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June 1985

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June 1985

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## IS AFFIRMATIVE ACTION ALIVE AND WELL AFTER STOTTS?

The U.S. Supreme Court, on January 7, 1985, denied review of a suit against an affirmative action plan affecting Philadelphia school teachers. This action is significant because it does not support the U.S. Department of Justice's claim that the court in the case Firefighters vs. Stotts, 104 S. Ct. 2576 (June 12, 1984), limited relief to "proven victims" of discrimination, and barred the use of race-conscious selection procedures in voluntary affirmative action plans. By denying review in Kromnick v. School District of Philadelphia, the court let stand an affirmative action plan for maintaining racially balanced school facilities adopted in a collective bargaining agreement by the Philadelphia school district and its teacher's union. The case involved charges of reverse discrimination brought by white teachers reassigned to different school buildings to maintain racial balance.

The U.S. Court of Appeals for the Third Circuit, who heard the case on appeal, ruled that this case differed from Stotts because the collective bargaining agreement itself contained the exceptions to seniority that allowed the affirmative action plan to work. The Third Circuit used United Steelworkers v. Weber, 443 U.S. 193 (1979) as a basis for upholding this voluntary action.

The Kromnick case was the third opportunity which the Supreme Court was presented with since Stotts was decided to expand the reach of its ruling, or to more generally prohibit race conscious actions.

Just two weeks after Stotts was announced, the Court denied review in Buffalo Teachers Federation v. Arthur. In that school desegregation case, the Court of Appeals had sustained a district court order requiring layoffs be conducted in a race-conscious manner to preserve the proportion of minority-race teachers which had been achieved through affirmative action hiring mandated by its earlier orders.

On the same day the Court denied review in Kromnick, it also declined to hear Bushey vs. New York State Civil Service Commission concerning the application of Weber and the 14th Amendment to voluntary race-conscious affirmative action measures.

Since the Supreme Court has not seen fit to restrict the use of voluntary, race-conscious procedures in subsequent cases, it appears that Stotts does not close the door to affirmative action and race conscious measures intended to remedy the effects of past discrimination whether they are established in court decrees or on a voluntary basis.

## NEW AUTOMATED APPLICANT RECORDS SYSTEM SCHEDULED TO GO ON-LINE

The applicant flow program of the Payroll/Personnel/Position Control System (P/P/P) is scheduled to go on-line July 1, 1985.

The legislature has authorized funds in the State Auditor's budget for agencies to use the on-line applicant flow system. The State Auditor's Office has the responsibility for coordinating the P/P/P System.

Until recently, each executive branch agency manually compiled this applicant information and forwarded it to the State Personnel Division. The applicant flow system will allow for the information to be input directly in order to provide the analyses required by state and federal regulations.

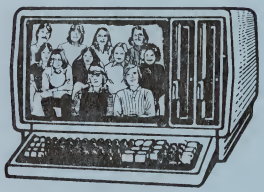
AUTOMATED SYSTEM (Cont.)

Under the Uniform Selection Guidelines, when an employer does not collect race, ethnic and sex data on job applicants and where representation of racial or ethnic minorities or women in particular job categories differs greatly from the relevant labor force, there is a presumption of discrimination.

Each user of a selection device must maintain records on the impact of its selection procedures on employment of persons by identifiable racial, ethnic, and sex groups.

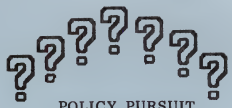
The Applicant Flow System will have the capabilities of collecting and analyzing applicant data on race, sex, age, disabilities, and veteran's status. This data is collected on the new applicant survey, part of the state application form.

The new system will provide agencies an analysis of their applicants directly in the terminal or they can request more detailed printed reports. This information will allow ongoing monitoring of an agency's Equal Employment Opportunity Program.



The State Auditor's Office began sending information in late May, to make arrangements for security procedures for agencies to go on-line for the Applicant Flow System.

If you require further information, please contact Dave McLaughlin, EEO Coordinator, at 444-3796.



POLICY PURSUIT

QUESTION: An employee in one state agency has accepted a position in another state agency. The employee's last day is Friday. Monday is a legal holiday. The employee will not begin work in the new agency until the Monday following the holiday. Does this constitute a break in service?

AMENDMENTS TO
ANNUAL LEAVE PROPOSED

Two annual leave rules are proposed for amendment to make them consistent with changes approved in HB 774 to the method for calculating years of employment to determine the annual leave rate earned.

In ARM 2.21.216, Definitions, the term "year" as defined is proposed for deletion. In ARM 2.21.222, Calculating Annual Vacation Leave Credits, the provision that an employee must be in a pay status 2,080 hours to earn a year of employment is proposed for deletion. In its place, the method of calculating time provided for in HB 774 is substituted. The new time accrual method requires that an employee must be credited with 80 hours of service for each bi-weekly pay period in which he is in a pay status or on authorized leave without pay, regardless of the number of hours of service in the pay period.

Because HB 774 contained an effective date retroactive to July 31, 1984, the new system for calculating time already has been implemented by the Payroll/Personnel/Position Control System. Records for the period between October 13, 1984, and April 26, 1985, have been revised to credit all eligible employees with 80 hours per pay period for that time. Records on longevity for that period also have been revised to give 80 hours per pay period credit to all eligible employees.

ANNUAL LEAVE (Cont.)

The draft policy will be distributed in June to agencies for comment. For additional information contact Barb Charlton, 444-3983, or Gale Kuglin, 444-3984.

## DRAFT PROBATION RULES CIRCULATED FOR COMMENT

Draft rules on Probation have been developed by the State Personnel Division. The draft has been distributed to agency heads and personnel officers for comment by June 30. This is a new policy which will be included in the Administrative Rules of Montana and the Montana Operation's Manual, Volume III, upon formal adoption.

The following issues are addressed in this draft:

1. Specific guidelines concerning an appropriate length of time for a probationary period are included in Rule V and for extension of a probationary period in Rule VI.

2. Steps required to discharge a probationary employee have been developed in Rule VII, in light of the recent Crenshaw v. Bozeman Deaconess Hospital Montana Supreme Court decision. This decision requires that employers consider good faith and fair dealing in the discharge of a probationary employee.

3. Probation and permanent status rights during internal reassignment or promotion are provided for in Rule VIII in light of issues raised in Nye vs. Department of Livestock.

Comments should be returned to Gale Kuglin no later than June 30. A Personnel Policy Network meeting is planned early in July to discuss this and other policies.

For further information, contact Mark Cress, 444-3927, Gale Kuglin, 444-3984, or Barb Charlton, 444-3983.

## HEALTH PROMOTION WEEK A SUCCESS

Participation in the Health Promotion week's activities was excellent thanks to the speakers Cindy Brown and Kit Moore, and the American Lung Association and Lewis and Clark County who provided Pulmonary and Blood Pressure screening throughout the week.

The noon-time films provided valuable health-related information. Those employees attending the presentations indicated areas of interest in stress management, nutrition, and fitness which means health promotion efforts to provide employees with information in those areas has been successful. Over the last two years health promotion has focused on eating right, exercise, and relaxing. The Health Promotion Program is an employee program.

The week also saw the first Stay Well Newsletter packed full of information on health related subjects relating to the heart, and information on the State Health Plan.

Upcoming blood pressure screening will be held in the Mitchell Building, front lobby, July 11 from 9:30 a.m. until 12:30 p.m., and August 15 9:30 a.m. untill 12:30 p.m. in the Department of Highways auditorium.

Any comments on health promotion activities or the Stay Well Newsletter are welcome. Contact Mike Arnold at 444-3946.

## DID YOU KNOW THE STATE DENTAL BENEFIT PLAN COVERAGE HAS BEEN EXPANDED TO INCLUDE PROSTHODONTIC BENEFITS?

On September 1, 1984, the dental benefit coverage increased under the State of Montana Group Benefits Plan. In addition to Type A and B dental coverage, as originally defined in the Plan, Type C coverage was extended. (See page 15 of Plan booklet.)

For Type C dental expenses, the Plan allows payment at 50% of the usual, customary and reasonable charges for:

1. Inlays, crowns, gold fillings, bridges, and initial dentures after 12 months of dental coverage.

2. Repair and rebasing of existing dentures after 12 months of dental coverage.

3. Replacement of existing dentures 36 months after initial dental coverage. Thereafter, dentures will not be replaced by the State Plan more than once every five years.

The date an employee and/or their designated dependents originally became covered by the State Group Benefits Plan, regardless of which insurance company processed the claims, is the enrollment date. For instance, an employee with an original effective date of November 1, 1984, would have services from 1 and 2 above covered after November 1, 1985.

To confirm the effective date of your enrollment, contact Merrilee Coleman at 444-3819.

## PRINCIPLES OF MANAGEMENT COURSE BEGINS IN JULY

Government management is facing tremendous challenges now, and these challenges will continue to increase as law, technology, and society progress to new levels of complexity and requirement.

The Principles of Management Program meets the demands of mid-level management for today and the future. Its goal is to strengthen and expand skills in crucial management areas for both the new and the seasoned middle manager.

Topics for this program were selected by a group of distinguished government managers and university professors. These topics are immediately applicable and crucial to those managing from the heart of an agency. The training is integrated and participative to ensure acquisition of skills and applicability of those skills.

Participants in the Principles of Management Program are nominated by their agency. To apply for this program, please contact your personnel officer or agency administrator. Applications will not be accepted without the authorization of an agency administrator.

The cost per participant for the entire program is $385. This amount will be reduced by $100 if the participant completes all of the six-day program (perfect attendance). Thus, the actual cost per participant can be $285. The PDC will bill the agency at the completion of the program.

## PERSONNEL POLICY NETWORK DISCUSSES CHANGES TO PAY AND CLASSIFICATION RULES

On June 13, the personnel policy network met to discuss proposed changed to the state's pay and classification rules.

Some of the major changes discussed were as follows:

1. A definition of reassignment has been added to the rules.

2. The definition of "step-2 protected employee" has been clarified.

3. State agencies will no longer send a copy of a written training assignment to the State Personnel Division. A copy will be filed in the employee's personnel file.

4. Various rules were rearranged to clarify language and intent.

5. Language was added to freeze anniversary date step increases between July 1, 1985, and June 30, 1986, both dates included.

6. Longevity pay was changed to include statutory language and the recent changes made by HB 774 to revise the method the state uses for determining years of employment for longevity purposes.

7. The state group benefits contribution was changed to $105.00 per month effective July 6, 1985, and $115.00 per month effective July 5, 1986.

The State Personnel Division plans to make final changes to the pay and classification rules within the next two weeks. Final rules will be ready for distribution by July 1, 1985.

If you have further comments or questions, please contact Barb Charlton at 444-3983, for assistance.

## STATE EMPLOYEE GROUP BENEFITS ADVISORY COMMITTEE TO MEET

The next State Employee Benefits Advisory Council Committee meeting is planned for July 9th in Room 136 of the Mitchell Building at 9:00 a.m.

On the agenda will be possible solutions to the usual, customary, and reasonable allowances problem experienced by MPS for covered services, renewal rates, and, of course, the Benefit Plan Quarterly Update.

For further information please call Mike Arnold at 444-3946.

# Meetings

## INCENTIVE AWARDS ADVISORY COUNCIL MEETING

Twelve applications for incentive awards were reviewed at the June 4 meeting of the Incentive Awards Advisory Council. The Council also reviewed a preliminary revision of the program's administrative rules.

Charles Kimmet, a Highway Department employee from Sunburst, designed a winch apparatus for removing and remounting large highway signs. This winch system has been observed as being much safer and more efficient than installing/removing these signs through the use of a loader. With 50 large signs statewide which need to be removed and installed annually, the idea expects to save the state at least $7,000 per year. An award of $500 has been approved for Mr. Kimmet.

Jolitta Besel of Huntley and Darlene Semans of Helena, both employees of the Department of Institutions suggested a system of reusing large manila mailing envelopes. The Department of Institutions estimates its savings at about

INCENTIVE AWARDS (Cont.)

$100 per year from the suggestion. For their efforts, the suggestors will share a $25 award.

Larry Rhodes, a Highway Department employee from Glasgow, has designed a bracket which makes it easier to remove and replace signs on narrow bridges. Signs need removing and replacing on narrow roadways because those hauling wide loads often either destroy the signs or replace them improperly. The Department of Highways estimates that $2,500 annually is saved by the suggestion. Mr. Rhodes will receive a $250 award.

**IS WELL WORTH OUR TIME AND YOURS**

Doug Peterson, a Revenue Department employee from Billings, suggested a consolidation of office space among state agencies in cities outside Helena. A previous evaluation of this idea recommended that Mr. Peterson seek the enabling legislation through his respective legislators. Mr. Peterson's efforts in this regard led to the passage of a bill giving authority for consolidating state office space outside Helena to the Department of Administration. If and when savings are anticipated through consolidation of offices outside Helena, Mr. Peterson could receive an award from the Program.

As discussed at the meeting, the revised rules for administering the incentive awards program are being drafted. The State Personnel Division encourages any comments and suggestions for improving the clarity of these rules.

For further information, please contact Joe Michaud at 444-3887.

## POLICY PURSUIT

ANSWER: Break in service is defined in 2-18-601, MCA, as "a period of time in excess of 5 working days when the person is not employed and that severs continuous employment." ARM 2.21.216 expands this definition to provide that, "a break in service could result from a termination or resignation or could be an absence of more than 5 working days in a row without an approved leave of absence."

In the situation described in the question, the break does not extend in excess of 5 working days. The break would occur if the employee failed to report for work on the sixth working day.

A related question is whether or not to count a legal holiday as a working day. While the law does not specifically address this question, there is a body of legal interpretation that holds that it is the intent of the Legislature that employees receive a day off for the legal

holidays listed in 1-1-216, MCA. The holiday would not be considered a working day and would not be counted as such in determining whether a break in service has occurred.

For further information regarding breaks in service, contact Barb Charlton, 444-3983, or Gale Kuglin, 444-3984.

## THE VALUE OF A STATE EMPLOYEE

State employees should know that their value to the state is much greater than the amounts seen on the paychecks.

On the average, for every dollar that the state pays in wages, the state also pays 22 cents for additional benefits. Here is the breakdown of these benefits and their costs relative to each dollar in gross pay:

| | |
|---|---|
| Gross Pay | $1.00 |
| Plus: | |
| Other State Contributions: | |
| Social Security | $0.070 |
| Retirement | 0.064 |
| Health, Dental, Life Insurance | 0.071 |
| Workers' Compensation and Unemployment Insurance | 0.015 |
| Total of Other State Contributions | .22 |
| Total Employee Compensation | $1.22 |

Even this 22 cents, in addition to each salary dollar, does not explain an employee's full value to the state. A full time state employee is paid his allotted salary plus benefits for 260 working days per year (52 weeks x 5 days), even though the average employee only works 224 days per year. Here is the breakdown of days worked per year for the average state employee:

| | | |
|---|---|---|
| Gross Workdays Per Year | | 260 days |
| Less: | | |
| Paid Leave For Vacations | 16½ days | |
| *Funerals, Sickness, Family Sickness | 9 days | |
| Holidays | 10½ days | |
| Total Paid Leave | | 36 days |
| Actual Days Worked Per Year | | 224 days |

* Although 12 sick days per year are allowed to each full time employee, it is assumed that 8 days are actually used per year, while the other four are accrued as a liability to be paid out at the 25% rate.

An employee whose pay rate is $8 per hour, actually costs the state $11.36 for each hour worked. This is 42% above the hourly rate. Military leave, time off for jury duty, educational leave, or training expenses paid by the state are not included in the 42%. It is obvious that the state's investment in its employees is much greater than that which is seen on the paychecks.

For further information, please contact Joe Michaud at 444-3887.

## RETIREMENT PICK-UP SENATE BILL 247

State employees should also know the impact of SB 247, on take-home pay. SB 247 requires that the state pick-up the employee's share of retirement contributions by reducing gross income for determining taxes. The bill's effect is to increase current take-home pay.

Assuming an employee with 5½ years state service being paid at classified grade 11, step 7, and assuming laws and pay rates effective July 6, 1985, the table shown on the following page illustrates the effect of SB 247 in one particular instance.

## RETIREMENT PICK-UP (Cont.)

| | With SB 247 | Without SB 247 |
|---|---|---|
| Gross bi-weekly pay (a) | $670.78 | $713.59 |
| Less: | | |
| Retirement--Employee share | | $ 42.81 |
| Federal Income Tax (b) | $ 62.86 | $ 70.14 |
| State Income Tax | $ 16.04 | $ 17.91 |
| Social Security Tax | $ 50.31 | $ 50.31 |
| State Group Insurance (c) | $ 22.85 | $ 22.85 |
| Total deductions | $152.06 | $204.02 |
| Net bi-weekly pay | $518.72 | $509.57 |

(a) Salary at grade 11, step 7 plus one 5 year longevity increment.

(b) Taxes are calculated by using current withholding formulas and schedules and by assuming the declaration of three withholding exemptions. Our example employee is also assumed to be married.

(c) Our example employee, under group benefits, has selected the core plan (medical, dental and basic life) for employee coverage and medical coverage only for spouse and child.

In this particular example of an employee at grade 11 and step 7, the net effect of the state retirement pick-up provided by SB 247 is a $9.15 increase in biweekly take-home pay. On a percentage basis, this represents a 1.86% increase in net pay. This 1.86% increase resulting from retirement pick-up will vary depending upon the employee's rate and the number of withholding exemptions legally declared. Because of higher tax rates, higher paid employees and those with fewer withholding exemptions will see greater percentage increases in net take-home pay resulting from SB 247.

For further information, please contact Joe Michaud at 444-3887.

## WOMEN IN MANAGEMENT SEMINAR SCHEDULED FOR JULY 16

Women are becoming managers in increasing numbers and although they have many of the same concerns as men who are new to management, they face unique problems that are forced on them because of role expectations and societal pressures. This seminar addresses these problems and helps develop a variety of approaches to coping with them. The main topics covered include, "Obstacles Facing Women Managers," "Winning Cooperation," and "Special Considerations."

Vondene Hopkins, Chief of Management Operations, Economic Assistance Division, SRS, is the seminar leader. Cost of the program is just $55. For more information regarding this of other courses offered by the Professional Development Center, call 444-3985.

Montana Personnel Perspectives is published monthly by the Department of Administration, State Personnel Division. It is intended to keep personnel officers and agency managers informed of developments in the area of personnel management. Materials may be reproduced by state agencies without permission. Comments should be directed to the State Personnel Division, Mitchell Building, Helena, Montana (444-3871).

# PDC TRAINING SCHEDULE
## THIRD QUARTER, 1985

| MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY |
|---|---|---|---|---|
| JULY 1 | 2 | 3 | 4 HOLIDAY | 5 |
| 8 | Meetings for Results 9 | 10 | Influencing: Communicating Ideas that Matter 11 | 12 |
| 15 | Women in Management 16 | Essentials of Mgmt - Leading 17 | Essentials of Mgmt-Organizing 18 | 19 |
| 22 | Principles of Mgmt-Controls 23 | Essentials of Mgmt-Delegation 24<br>Editing Skills<br>- GREAT FALLS - | Remote Supervision 25<br>-GREAT FALLS - | 26 |
| 29 | Principles of Mgmt-Budgets 30 | Essentials of Mgmt-Operating 31 | AUGUST 1<br>Face to Face | 2 |
| 5 | Media Relations 6<br>Property Management | Essentials of Mgmt-Evaluating 7 | Principles of Mgmt Programs 8 | 9 |
| 12 | Principles of Mgmt-Information 13 | Essentials of Mgmt-Controlling 14 | Essentials of Mgmt Synthesis 15 | 16 |
| 19 | Principles of Mgmt Special Issues 20 | Office Management 21 | Conflict Management 22 | 23 |
| 26 | Principles of Mgmt Synthesis 27<br>Advanced Editing (3 1/2 day sessions) | Approaching Supervision 28<br>- GREAT FALLS - | Windmills 29<br>Business English | 30 |
| 2 SEPTEMBER HOLIDAY | 3 | New Employee Orientation 4 | Investigative Report Writing 5 | 6 |
| 9 | Planning and Organizing 10<br>- BILLINGS - | Essentials of Mgmt Leading 11<br>Managing Your Time | Essentials of Mgmt Organizing 12 | 13 |
| 16 | 17 | Influencing: Communicating Ideas that Matter 18 | Essentials of Mgmt Delegation 19 | 20 |
| | EFFECTIVE PRESENTATIONS | | | |
| 23 | Essentials of Mgmt Operating 24 | Public Relations in the Public Sector 25 | Purchasing and Procurement 26<br>Media Relations | 27 |

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# MONTANA PERSONNEL PERSPECTIVES

Number 5
Volume V

July 1985

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## FLSA INVESTIGATIONS TO BEGIN OCTOBER 15

Investigations by the U.S. Department of Labor involving activities considered traditional public employment under the Fair Labor Standards Act will begin effective October 15.

On February 19, 1985, the U.S. Supreme Court ruled in the case of Garcia vs. San Antonio Metropolitan Transit Authority that state and local government jobs are covered by the Fair Labor Standards Act (FLSA). This ruling reversed a 1976 decision which had held that the act could not constitutionally be applied to state and local government employees in "traditional" government functions.

The FLSA establishes minimum wage, overtime, and record keeping requirements. Most agencies should have no problem complying with the FLSA since its provisions are similar to those required by Montana wage and hour laws. The main impact will be on agencies with law enforcement and firefighting personnel. These positions are exempt under Montana law, but are covered by the FLSA.

Mike Stump, acting administrator of the Labor Standards Division of the Montana Department of Labor and Industry, told the July 10 meeting of the Personnel Policy Network that federal investigators will handle complaints from April 15 forward. He noted that such investigations are running from six to 14 months behind, but that the clock for damages starts running from the filing of the complaint. Federal law provides for both actual and liquidated (double) damages.

Complaints filed by current employees will be referred to the U.S. Department of Labor, Stump told the Network. Claims filed by former employees will be handled under the state's Wage Claim Act.

Stump pointed out that a policy or statement to the effect that an agency will not allow overtime is not sufficient, if, in fact, employees are working overtime. He said agencies must police the law and make sure employees are not working overtime.

Where state law has a higher standard than the federal law, the state law will prevail, Stump said. He also noted that collective bargaining agreements may not be negotiated to escape provisions of the law.

Providing compensatory time is not a valid payment of overtime, where an employee is eligible to earn overtime, according to Stump. There are only three exemptions from the Fair Labor Standards Act, for employees described as administrative, executive or professional.

Stump noted that these terms may be used differently for state classification purposes or that many employees who consider that they perform their work in a "professional" manner will not fall under the definition of "professional" used to determine the exemption from the FLSA.

Stump and Employee Relations Bureau Chief Mark Cress encouraged the agency personnel officers to examine the definitions of administrative, executive or professional and assess how they are applied to employees in the agencies. Stump pointed out that in an audit, the actual work performed by an employee,

Investigations To Begin (Continued):

and not the classification or position description, will be used to determine coverage by the FLSA.

A briefing paper which discusses the requirements of the FLSA was distributed to personnel officers at the July 10, Personnel Network meeting, and to agency heads.

For specific assistance regarding the FLSA contact the area office:

United States Department of Labor
Salt Lake City Area Office
Room 4311 Federal Building
125 South State Street
Salt Lake City, Utah 84138
(801) 524-5706

The Department of Labor maintains two field offices in Montana, however, each is a one-person office, and the two investigators are seldom in. The field offices are located at:

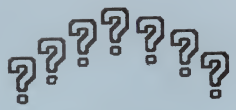
U.S. Department of Labor
Jim Weber
Central Plaza Building
Great Falls, Montana 59401
(406) 453-1332

U.S. Department of Labor
Pat Murray
216 U.S. Post Office Box 2013
260 21st Avenue North
Billings, Montana 59103
(406) 657-6356

Questions about Montana wage and overtime laws may be addressed to:

Mike Stump, Chief
Standards Bureau
Labor Standards Division
Department of Labor and Industry
Capitol Station
Helena, Montana 59620
(406) 444-5600

Questions about the Compensatory Time and Overtime policy (3-0210), which currently is under review for compliance with the FLSA, may be directed to Mark Cress, 444-3927, or Pam Bode, 444-3789.



POLICY PURSUIT

QUESTION:

A state employee has accumulated 300 hours of compensatory time. Due to an unusually heavy workload, management has been unable to schedule compensatory time off, and it appears the employee will be forced to forfeit excess hours. Management would like to be able to pay the employee for the compensatory time which he will not be able to use. Is this permissible?

PRINCIPLES OF MANAGEMENT BEGINS JULY 23

The first session of the Professional Development Center's Principles of Management will get under way on Tuesday, July 23, at the Coach House Inn East in Helena. The course, intended for mid-level managers, will open with a Program Planning workshop conducted by John Camper of the PDC staff.

Lt. Governor George Turman will open the session and address the group.

Other classes in the course which is expected to end on August 27, will include: Administrative Law and Ethics; Fiscal Management; Management Information Systems; Special Issues; and a Synthesis or wrap-up session. The section entitled "Special Issues" will concern itself with topics of special interest to class participants and may include such subjects as "Press and Political Relations," "Managing Change," "Organizational Development," and "White Collar Supervision."

## PAY PLAN RULES AND CLASSIFICATION PLAN RULES DISTRIBUTED

Revised Pay Plan Rules and Classification Plan Rules were distributed to all holders of the Montana Operations Manual, Volume III, on June 28.

The revised rules were effective July 1, 1985, and do not provide for an annual step increase between July 1, 1985, and June 30, 1986, both dates inclusive. Step increases will resume between July 1, 1986, and July 1, 1987.

Questions regarding the implementation of the Pay Plan rules should be referred to your agency personnel officer or Joe Michaud, State Personnel Division, 444-3887. Questions regarding the State Classification Plan should be referred to your agency personnel officer of John McEwen, State Personnel Division, 444-3894.

## CHANGES TO SICK LEAVE RULES NOTICED

Proposed changes to the state sick leave rules were noticed for comments on July 11. No public hearing on these rules is contemplated. The sick leave rules are being amended for the following reasons:

1) to make definitions consistent with those used in the state annual leave rules.

2) to modify the way the qualifying period is completed when leave of absence without pay is taken to avoid a possible conflict with the Montana Maternity Leave Act (49-2-311, MCA).

3) to restrict an employee who is in lay-off status from actually taking sick leave credits which the employee has maintained during a preference period following a reduction in force.

Written comments may be directed to:

Dennis M. Taylor
Administrator
State Personnel Division
Room 130, Mitchell Building
Helena, Montana 59620

Comments should be received no later than August 9, 1985. For additional information, contact Barb Charlton, 444-3983 or Gale Kuglin, 444-3984.

## SANDRA J. OLSEN APPOINTED TO ADVISORY COUNCIL

Sandra (Sandi) Olsen, Strip Mining Bureau Chief, Department of State Lands has recently been appointed to the State Personnel Division's Management Development Advisory Council. Olsen is a graduate of the Essentials of Management program under the auspices of the Professional Development Center. The Management Development Advisory Council assists the PDC in developing and maintaining a high quality and meaningful management training program for all state employees.

Also serving on the council are Dan Bucks, Revenue; Gary Blewett, Workers' Compensation; Dr. Maureen Fleming, U of Mt; Russell McDonald, Highways; Shirley Miller, Commerce; Bill Spivey, SRS; Dennis Taylor, State Personnel Division; and Dr. Kenneth Weaver, MSU.

## PERSONNEL POLICY NETWORK DISCUSSES PERSONAL SERVICES CONTRACTS AND SAMTH CASE

Sue Mohr, Unemployment Insurance Division, and Jim Murphy, Workers' Compensation Division, discussed the difference between an employee and an independent contractor at the Personnel Policy Network meeting July 10. Both speakers cautioned state agencies regarding the use of personal services contracts.

Mike Stump, Labor Standards Division also addressed the Personnel Policy Network regarding the impact of the U.S. Supreme Court case Garcia vs. Samta. Mr. Stump suggested that state agencies review positions within their agency that are designated as exempt for purposes of overtime requirements to assure these positions are also properly considered exempt under the requirements of the federal FLSA. (See related article, page 1.)

The Personnel Policy Network also discussed a draft state probation policy.

Another Network meeting is scheduled for July 23, 1985, to complete the discussion of the probation policy and development of rules regarding maternity leave. The meeting will be held at 9:00 a.m. in Room C209 of the Cogswell Building.

For further information, please contact Gale Kuglin at 444-3984, or Barb Charlton at 444-3983.

## STAFF CHANGES

Carole Colbo has moved to a labor relations specialist position in the State Personnel Division from her position with the Classification Bureau. Her telephone number remains 444-3849.

Diane Hill-Wagner, an MPA student at Montana State University, is the intern with the State Personnel Division. She will be working through mid-September. She may be reached by calling 444-3871.

## "EMPLOYER OF THE MONTH" AWARDED

Governor Ted Schwinden presented Department of State Lands with an "Employer of the Month" certificate for May for their efforts in the Handicapped Employment Challenge.

A person was hired as a nozzelman to work on fire crews in the Kalispell area. The person has a learning disability, but is expected to do quite well operating an assortment of water delivery equipment and chainsaws, drills, and hydraulic lifts. The person will also operate a two-way radio and generally assist the crew boss. Minimal accommodations were needed to make the job accessible for this person.

Gary Willis, Personnel Officer, accepted the award on behalf of Dennis Hemmer, Director of State Lands.

Dottie Maitland of Leisure Towers, Inc., will receive the Employer of the Month Award for June. The Governor's Committee on Employment of the Handicapped would also like to thank the City of Missoula, McDonald's Restaurant in Helena, the Department of Highways, and all other employers for their efforts in hiring persons with disabilities.

For more information on the Governor's Handicapped Employment Challenge, contact Bob Liston at 444-3886.

## GCEH TO MEET JULY 25

The Governor's Committee on Employment of the Handicapped will have its summer meeting July 25. The meeting will be held in Room 136 of the Mitchell Building beginning at 9:30 a.m.

The GCEH will discuss the progress of the Handicapped Employment Challenge and efforts which may improve the progress over the last two months. A panel of university personnel will be on hand to discuss the efforts of the Montana University System in the area of employment, placing graduating disabled students, and employing disabled applicants.

The Committee will also discuss efforts to coordinate its fall meeting with the EEO Conference in October, which is sponsored by the State Personnel Division. A major emphasis of the EEO Conference will be on persons with disabilities.

Additional information may be obtained by contacting Bob Liston at 444-3886.

## RECOMMENDED CHANGES IN EMPLOYEE BENEFIT PLAN

The State Employee Group Benefits Advisory Council met on July 11, 1985, and made the following recommendations in respect to the State Health, Dental and Life Insurance Plans:

1. Investigate the feasibility of allowing state employees to use State WATS line to call M.P.S. for claims service or establishing a toll free telephone number to M.P.S.
2. Eliminate aggregate stop loss coverage for 1985-85 contract year.
3. Allow special life enrollment in January and allow for additional coverage option for spouse.
4. Increase the "usual, customary, and reasonable" (UCR) schedule from the 90th percentile to 120% so approximately 95% of claims will fall within allowable charges.
5. Increase medical rate $2.00 per employee. Increase life rates for options C and E approximately $.80 total.
6. Investigate the feasibility of instituting legal action against legislation requiring $.40 contribution per person for Shodair Hospital genetic research. The State is the only self-insured plan in the state required to make this contribution.
7. Consultant to study possible cost containment approaches to the plan and report back to the Advisory Council in August.

The next committee meeting will be in August. A specific date has not been scheduled. For more information on the recommendation or the date and place for the next meeting, please call Mike Arnold 444-3946.

# Meetings

## DISTRICT'S MATERNITY LEAVE RULES CONSIDERED

The State Personnel Division has established a task force to study the need for state rules relating to disability/maternity leave. The task force will consist of the following members:

-- a representative from the state personnel division who will provide staff support;
-- three agency personnel officers;
-- a representative from the ICCW;
-- a representative from Workers' Compensation Division; and
-- a representative from the Montana Human Rights Division.

The task force will have its first meeting in August 1985.

Some issues the task force will discuss are as follows:

1) the amount of leave which may be routinely approved.
2) when medical certification of a temporary disability including maternity-related disability is required.

Rules Considered (Continued):

3) the state share for health insurance benefits.
4) job rights upon return to work.

If you have any questions or concerns, please contact Barb Charlton at 444-3983.

## POLICY PURSUIT

ANSWER:

No. According to an Attorney General's opinion issued June 25, 1984, public employees can claim overtime pay only when such compensation is provided by law. To give an employee a cash payment in lieu of compensatory time off would, in effect, be paying overtime.

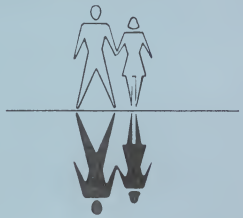
The rules on Compensatory Time and Overtime provide that "compensatory time may be accrued in excess of the 120-hour limit to deal with special or unique circumstances which represent periodic or temporary situations which cannot be adequately addressed by other management actions." (See ARM 2.21.1501, et. seq. or the Montana Operations Manual, Volume III, Policy 3-0210 [III.C.5].) In effect, management could suspend the forfeit provisions of the rule and allow the employee to maintain the balance until the employee could take the compensatory time off.

For additional information about compensatory time, contact Gale Kuglin, 444-3984, or Barb Charlton, 444-3983.

## NEW AGE THINKING SEMINAR TO BE PRESENTED

Have you ever wondered why some people always seem to be winners? Why in spite of adversity they always seem to bounce back. Through the New Age Thinking Seminar you will gain insights into concepts and tools used by high performance people to enjoy success, happiness, and fulfillment in all aspects of their lives. New Age Thinking concepts rely on research and conclusions of modern psychology, especially self-image psychology. The goal of the workshop is to share insights, concepts, techniques, and skills that will allow the greatest number of people to release and develop more of their own potential to the degree and extent they personally choose.

*Today's dreams are*
*tomorrow's opportunities.*



*Yesterday's dreams*
*are today's necessities.*

Mountain States Energy, Butte, Montana will sponsor the FREE workshop which will be held September 24, 25, 26, 1985, at Carroll College Lower Commons. It will be held from 6:30 p.m. to 9:00 p.m. each day.

To register please send name/organization, address, telephone number, and number attending class to Linda Brander, 1011 5th Avenue, Helena, Montana 59601.

For additional information contact Linda Brander, 443-0281. Pre-register by September 15, 1985.

PDC TRAINING SCHEDULE
THIRD QUARTER, 1985

| MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY |
|---|---|---|---|---|
| JULY 1 | 2 | 3 | 4 HOLIDAY | 5 |
| 8 | Meetings for Results 9 | 10 | Influencing, Communicating Ideas that Matter 11 | 12 |
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| 23 | Essentials of Mgmt Operating 24 | Public Relations in the Public Sector 25 | Purchasing and Procurement 26<br>Media Relations | 27 |

## SUGGESTIONS REQUESTED

Do you want or need training in a particular area or field that you think others may also be interested in? If so, let us know about it and we will try to find capable instructors. Some recent suggestions include: Technical Writing; Speed Writing/Reading; Property Management; and Principles of Statistical Analysis.

Use the form below to let us know your needs, or if you prefer, call us at 444-3749 or 3774.

SUBJECT LOCATION

_____

_____

_____

Return to: Professional Development Center, State Personnel Division, Room 130, Mitchell Building, Helena, Montana 59620.

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# MONTANA PERSONNEL PERSPECTIVES

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August 1985

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MONTANA PERSONNEL PERSPECTIVES

## CORRECTION

The date for the public hearing on probation rule was incorrect as it appeared in the August issue of the Montana Personnel Perspectives on the index page and in the title of the article. The correct date which appeared in the article itself is:

PUBLIC HEARING ON PROBATION RULE

Thursday, September 5, 1985

12:15 p.m.

Room 136, Mitchell Building

## EEO CONFERENCE SCHEDULED IN GREAT FALLS

The 5th Annual Equal Employment Opportunity Conference sponsored by the State Personnel Division will be held in Great Falls at the Rainbow Hotel, October 9 and 10.

This year's theme is entitled "Bridging the 1980's." In conjunction with the conference we have scheduled the Governor's Handicapped Employment Challenge awards banquet to be held the evening of October 9 at the Rainbow Hotel.

### TENTATIVE AGENDA

OCTOBER 9

BRIDGING THE "80's"
DENNIS M. TAYLOR, Administrator
Montana State Personnel Division

EEO IN ACTION
MARILYN T. SHULER, Director
Idaho Human Rights Commission

SKIT BREAK
THEME: JOB SERVICE
T. GARY CURTIS, Administrator

VIETNAM-ERA VETERAN
WILLIAM E. COMP
Disabled American Veteran's National Service Officer for the State Montana

THE NATIVE AMERICAN INDIAN
DONALD "LOUIE" CLAYBORN
Coordinator of Indian Affairs,
JAMES C. "WOLFKING" BAIRD
President, Neowe Tohopa, Inc., Billings

WHAT'S NEW IN EEO?
R. SCOTT CURREY, Attorney
Department of Labor and Industry

HANDICAPPED EMPLOYMENT CHALLENGE AWARDS BANQUET
GEORGE TURMAN, Lieutenant Governor
JAY ROCHLIN, Executive Assistant to the Chairman of the President's Committee on Employment of the Handicapped

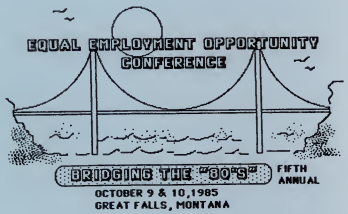
A NO HOST COCKTAIL HOUR AND DINNER BEFORE THE AWARDS PRESENTATIONS

OCTOBER 10

EMPLOYMENT OF THE DISABLED
JAY ROCHLIN

SKIT BREAK
THEME: RECRUITMENT/SELECTION
PAMELA K. WINTRODE, Selection Specialist, Montana State Personnel Division

WOMEN IN MANAGEMENT
VONDENE HOPKINS, Management Consultant, Department of Social and Rehabilitation Services




### WORKSHOP SESSIONS

ONE-ON-ONE
Meet the conference speakers

OBSTACLE COURSE
Role playing exercise-problems disabled persons face day-to-day
JAN - HOTLINE
Job Accommodation Network

EEO AWARENESS TRAINING
FILMS AND VIDEOS

WINDMILLS
Sessions to raise one's awareness of limitations we may impose on employing and working with the disabled, women, and minorities

WE HAVE SCHEDULED A NUMBER OF SESSIONS IN EACH WORKSHOP TO ALLOW FOR THE PARTICIPATION IN ALL WORKSHOPS.

Registration Form on Page 12.

## PUBLIC HEARING ON PROBATION RULES SEPTEMBER 15

Proposed rules on probation for state employees have been formally noticed for adoption as administrative rules. A public hearing to receive comments on the proposed rules is scheduled at 12:15 p.m. Thursday, September 5 in Room 136, Mitchell Building. Written comments may be submitted to State Personnel Division Administrator Dennis M. Taylor until September 16.

"Permanent status" is a term defined in 2-18-101 (11), MCA, as "the state an employee attains after satisfactorily completing an appropriate probationary period in a permanent position." By attaining permanent status, certain rights and benefits are extended in administrative rules on personnel, including the right to disciplinary action for cause, the right to reinstatement following reduction-in-work force, and the right to file a grievance. The statutes do not describe an "appropriate probationary period" or what an employee must do to "satisfactorily" complete such a period and attain permanent status. To date, each department or agency has used its discretion to make these determinations. The agencies have requested consistent administrative rules on probation for several years. The State Personnel Division, Department of Administration also receives numerous inquires from employees regarding probation. These rules are proposed to establish consistent minimum standards to be applied by all agencies to administer a probationary period and to determine when an employee attains permanent status.

The proposed rules are short title, policy and objectives, definition, permanent status, probationary period, extension of probationary period, discharge of a probationary employee, promoted or reassigned employees with permanent status, transferred employees and closing.

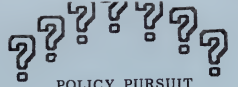
An explanation and discussion of the proposed rules is contained in the rule notice which is published in the Montana Administrative Register, and is distributed to personnel officers, agency heads and attorneys, Interdepartmental Coordinating Committee for Women representatives, and unions. Interested persons may obtain a copy by contacting any of these persons or groups or Gale Kuglin, 444-3984 or Barb Charlton, 444-3983.

## OCTOBER SAVINGS BOND DRIVE MONTH

October has been designated as U. S. Savings Bond Month. The campaign will begin October 3, 1985. All state employees have to do to participate in savings bonds is to fill out an authorization card available from each agency representative. The state payroll system will accommodate payroll deductions as small at $5.00 per month.

The variable, market-based interest rate for Savings Bonds has averaged 9.4% since its inception. Savings Bonds are also protected by a minimum guarantee of 7.5%, if held five years or longer. Savings Bonds have become a very popular savings program for small investors.

For further information contact Mike Arnold, 444-3946.



## POLICY PURSUIT

"I'm sorry . . . I know it's nearly time for your coffee break," Nancy's supervisor said apologetically. "But I must get this report typed in final form before this afternoon's mail goes out." Nancy quietly began typing the report, but inside she was fuming. "How can she do that to me? No one else is required to work through their coffee breaks, and this is the third time this month that I've missed mine! I have a right to a break!"

QUESTION: Does Nancy have a right to a coffee break?

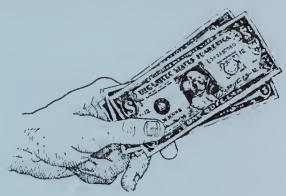
### DEFERRED COMPENSATION ASSETS

The state Deferred Compensation Plan is made possible primarily through Section 131 of the Internal Revenue Code and Section 457 of the Internal Revenue Service regulation. Amounts contributed and earnings therefrom are not taxable until these are actually received by the participant, usually not until retirement. This tax break is allowed under what is termed the "constructive receipt doctrine" by the Internal Revenue Code. This doctrine stipulates that deferrals under deferred compensation are state assets until distributed normally at retirement. To counterbalance these assets, the state also assumes liability to the participants for these assets. While participating prior to retirement, the participant is viewed as a general unsecured creditor of the state. This means that the state is indebted to the participant for these assets and therefore should provide for their safekeeping as a prudent fiduciary. Acting as a prudent fiduciary, the state has elected to invest these assets as instructed by participants and to offer sound investments backed by a viable institution.

However, by investing in a variable option, the participant personally risks the amounts invested the same as someone else would by buying the same mutual fund through other sources. Fortunately, the state has been very careful and successful with the investment options that are offered under the state plan.

In 1976, the State of Montana chose Nationwide Life Insurance Company as its investment carrier. This company came into existence as a corporation on March 21, 1929.

Nationwide Life Insurance Company is part of the Nationwide Corporation, a holding company whose total assets exceed $8,000,000,000. The A. M. Best Company rates insurance companies on the basis of their financial condition and operating performance. These ratings are classified in five gradations: A+ and



A (Excellent); B+ (Very Good); B (Good); C (Fairly Good) and C (Fair) which reflect the relative financial strength of companies compared to industry performance. All of the companies comprising the Nationwide Group and eligible for a rating received Best's rating of A+. These include the Nationwide Life Insurance Company, the Nationwide Mutual Insurance Company, the Nationwide Mutual Fire Insurance Company and the Nationwide General Insurance Company. A. M. Best Company also notes that the Nationwide Life Insurance Company has kept its expenses very low which seems to be a big plus within the industry. Nationwide's 1983 return on invested assets of 9.6% was above the industry median. In 1984, Nationwide improved its return to 10.2%. The following table generalizes Nationwide Life Insurance Company's financial condition over the last ten years:

Deferred Comp - continued

| | Assets | Net Income |
|---|---|---|
| 1984 | 4,434,642,000 | 36,689,000 |
| 1983 | 3,938,289,000 | 17,700,000 |
| 1982 | 3,364,374,000 | 14,792,000 |
| 1981 | 2,766,055,000 | 7,898,000 |
| 1980 | 2,165,412,000 | 23,250,000 |
| 1979 | 1,666,813,000 | 18,895,000 |
| 1978 | 1,405,613,000 | 20,338,000 |
| 1977 | 1,189,431,000 | 15,047,000 |
| 1976 | 1,019,876,000 | 11,110,000 |
| 1975 | 1,137,629,000 | 17,853,000 |

Fixed assets of the Deferred Compensation Plan assets are at least as safe as the financial institution through which these assets are invested. The institution chosen by the State is very sound and is among the industry leaders in this country. In addition, the assets are backed by the State of Montana to the extent that the state is liable to participants as ordinary creditors of the state. On this basis, it can be generally concluded that deferred compensation assets are held securely in reliable hands.

For additional information on deferred compensation, contact Joe Michaud, 444-3887 or Montana Benefits, Inc./G. T. Murray and Co., 443-6398.

## COLLECTIVE BARGAINING UPDATE

Although most collective bargaining agreements expired on July 1, 1985, the state is still involved in negotiations with a large number of executive branch collective bargaining units. As of August 8th, forty-seven of the state's seventy-two executive branch bargaining units had reached agreement with the state on a collective bargaining agreement covering the present biennium. The remaining twenty-five units are still negotiating and most are expected to settle in the near future. Negotiations have been extended in some instances because eight units went through decertification proceedings with five units actually changing bargaining agents. Four new units were also formed requiring the negotiation of an initial contract.

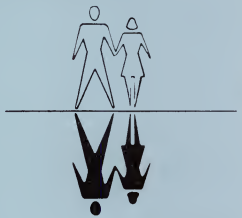
For additional information, contact the Labor Relations Bureau, 444-3992,

## NEW AGE THINKING SEMINAR TO BE PRESENTED

Have you ever wondered why some people always seem to be winners? Wh in spite of adversity they always seem to bounce back. Through the New Age Thinking Seminar you will gain insights into concepts and tools used by high performance people to enjoy success, happiness, and fulfillment in all aspects of their lives. New Age Thinking concepts rely on research and conclusions of modern psychology, especially self-image psychology. The goal of the workshop is to share insights, concepts, techniques, and skills that will allow the greatest number of people to release and develop more of their own potential to the degree and extent they personally choose.

*Today's dreams are*

*tomorrow's opportunities.*



*Yesterday's dreams*

*are today's necessities.*

Mountain States Energy, Butte, Montana will sponsor the FREE workshop which will be held September 24, 25, 26, 1985, at Carroll College Lower Commons. It will be held from 6:30 p.m. to 9:00 p.m. each day.

To register please send name/organization, address, telephone number, and number attending class to Linda Brander, 1011 5th Avenue, Helena, Montana 59601.

For additional information contac Linda Brander, 443-0281. Pre-register by September 15, 1985.

## EEO EMPLOYEE INVENTORY DISTRIBUTED

The Employee Inventory, the initial phase in updating the equal employment opportunity utilization analysis, was distributed to all agencies on July 22 with a return date of August 9, 1985.

Agencies are requested to update the inventory. These changes will be entered into the computer, and a corrected inventory will be issued.

The second phase of the Utilization Analysis update consists of distributing a utilization analysis turnaround document to agency Personnel/EEO officers. Agencies supply recruitment source data on this document. The turnaround document should be distributed by August 15, with a probable return date of August 27.

The next step involves the EEO Section, State Personnel Division. Using census data, the EEO Section will compute the Availability Index, Parity number, whether the class code is underrepresented and by how many. The target date for distributing the updated Utilization Analysis is October 31. Agencies can then begin developing updated Affirmative Action Plans for 1986. Rough drafts of agency plans will be due into the EEO Section, State Personnel Division, by January 15, 1986.

If you have further questions concerning the Utilization Analysis or AAP update, please call Dave McLaughlin at 444-3796.

## VOLUNTEER PROGRAM GUIDE TO BE ISSUED

The State Personnel Division will issue a guide on establishing an agency volunteer program in October. The guide is being distributed to state agencies to provide assistance in setting workable standards for a successful volunteer experience within state agencies.

The State Personnel Division was encouraged to study the use of volunteers by state agencies and to issue guidance regarding volunteer use within state government.

The guide will address issues such as:

1) Planning and developing a volunteer program.

2) Questions regarding insurance, worker's compensation, use of state property, minimum wage and over time concerns.

3) General information concerning the application of the federal Fair Labor Standards Act (FLSA).

4) Describing volunteer activities and assignments.

5) Recruiting, interviewing, placing and supervising volunteers.

6) Samples include, a Volunteer Policy, a Volunteer Service Agreement, and several Volunteer Program Evaluation Forms.

A copy of the guide will be distributed to all state agency directors and personnel officers. If you have any questions concerning the guide or would like to receive a copy of the guide, please call your agency personnel officer or Barb Charlton at 444-3983.

## ADVISORY COUNCIL MEETING WITH NATIONWIDE AUGUST 13

The State Employee Group Benefits Advisory Council held its annual meeting with executives from the Nationwide Life Insurance Company on August 13 at the Montana Club. John Allen, Montana State Program Manager, and Bill Crowley Senior Vice President, Montana Benefits Inc./G. T. Murray and Co. also attended.

Bill Crowley discussed the current state of the Montana Plan. Representatives from Nationwide discussed current and future investment strategies and the various payout options available to plan participants.

The number of active participants in the Montana Plan is holding steady at around 2,500, but the number of participant accounts and the total account balance are progressively rising. Assets for about 3,800 participant accounts now total over $25,500,000.

Employees appear to be coming in and out of the program as active participants as their financial situations warrant.

The program also appears to be maturing as an increasing number of participants are reaching retirement and subsequently initiating withdrawals from the fund.

New participants and added deferrals have thus far been more than sufficient in offsetting the effect of withdrawals. Deferred compensation is operating as a successful, viable program to provide employees a voluntary means for supplementing their retirement income.

For information regarding the meeting or regarding the deferred compensation plan in general, call Joe Michaud, 444-3887.

## GCEH DISCUSSES EMPLOYMENT CHALLENGE

Progress on the Employment Challenge and recruiting practices for the Montana University system were discussed at the July 25 meeting of the Governor's Committee on Employment of the Handicapped (GCEH).

Executive Secretary Bob Liston and GCEH members Denise Kagie and Blair Ricks, have made contacts with several Chambers of Commerce and civic organizations. They reported enthusiasm from employers for the Challenge, but limited hiring.

Committee members agreed to contact local media to continue promoting the challenge, and discussed the possibility of preparing public service announcements or a short film on disabilities.

# Meetings

Liston noted that the Department of State Lands received the May "Employer of the Month" award and Dottie Maitland of Leisure Tours, Kalispell, will receive the June award.

Recruiting practices of the University system were discussed by Sue Romney of the Office of the Commissioner of Higher Education; LaNette Fowler of the University of Montana and Stephe Tencich of Montana State University. GCEH members suggested that to increase employment opportunities on campus the colleges and universities could explore having placement specialists for disabled persons on campus, working with Career Placement offices, distributing job announcements to more disabled organizations and contacting Independent Living organizations.

Liston also told the committee he is resigning August 29 in order to attend Montana State University.

For additional information, contact Bob Liston at 444-3886.

## PRINCIPLES OF MANAGEMENT TRAINING BEGINS

The first session of the Professional Development Center's Principles of Management course began July 23, with an enrollment of 20 mid-level managers from throughout state government.

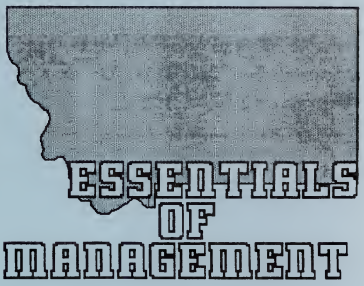
Lt. Governor George Turman opened the six-part course by again stressing the importance of proper and timely training for the improvement of state government aimed at serving the people of Montana with efficiency and effectiveness.

The first day of the course was devoted to program or project planning and control. The second session was taught by William Gosnell of the Highway Department and concerned the budget cycle in state government. The third session, taught by Drs. Jim Lopach and Ron Perrin of the University of Montana covered the topics, "Administrative Law and Ethics". Darrell Hagen and Jeff Brandt, Department of Administration, will address the subject of controlling information and Management Information Systems. The final two sessions will concern special issues of particular interest to the participants followed by a one-day laboratory synthesis during which material covered in the previous sessions will be put to practical use.

Anyone desiring further information concerning this or other classes offered under the auspices of the Professional Development Center is urged to contact their personnel representative or call 444-3985.

## ESSENTIALS OF MANAGEMENT TO BE HELD IN GREAT FALLS

Class number 8 in the Essentials of Management series will be conducted beginning September 11 in Great Falls. This seven-part series is aimed at the first-line supervisor and in many cases constitutes the first training in management most have received. "I wish I had received this training many years ago" is a common remark heard following completion of the course. Covered during the course are such subjects as Leading, Planning and Organizing, Performance Standards, Performance Appraisal, Delegation, and Discipline. The course ends with a day-long Synthesis session, during which participants must draw on all previous topic materials.




There are still some openings in the Great Falls session, and application can be made through your personnel representative. All applications must be approved by the senior agency manager. For further information contact the Professional Development Center at 444-3855.

PDC TRAINING SCHEDULE
THIRD QUARTER, 1985

| MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY |
|---|---|---|---|---|
| JULY 1 | 2 | 3 | 4 HOLIDAY | 5 |
| 8 | 9 Meetings for Results | 10 | 11 Influencing: Communicating Ideas that Matter | 12 |
| 15 | 16 Women in Management | 17 Essentials of Mgmt - Leading | 18 Essentials of Mgmt Organizing | 19 |
| 22 | 23 Principles of Mgmt-Controls | 24 Essentials of Mgmt- Delegation<br>Editing Skills<br>- GREAT FALLS - | 25 Remote Supervision<br>-GREAT FALLS - | 26 |
| 29 | 30 Principles of Mgmt-Budgets | 31 Essentials of Mgmt- Operating | AUGUST 1 Face to Face | 2 |
| 5 | 6 Media Relations<br>Property Management | 7 Essentials of Mgmt- Evaluating | 8 Principles of Mgmt Programs | 9 |
| 12 | 13 Principles of Mgmt- Information | 14 Essentials of Mgmt- Controlling | 15 Essentials of Mgmt Synthesis | 16 |
| 19 | 20 Principles of Mgmt Special Issues | 21 Office Management | 22 Conflict Management | 23 |
| 26 | 27 Principles of Mgmt Synthesis<br>Advanced Editing<br>(3 1/2 day sessions) | 28 Approaching Supervision<br>- GREAT FALLS - | 29 Windmills<br>Business English | 30 |
| 2 SEPTEMBER HOLIDAY | 3 | 4 New Employee Orientation | 5 Investigative Report Writing | 6 |
| 9 | 10 Planning and Organizing<br>- BILLINGS - | 11 Essentials of Mgmt Leading<br>Managing Your Time | 12 Essentials of Mgmt Organizing | 13 |
| 16 | 17 | 18 Influencing: Communicating Ideas that Matter | 19 Essentials of Mgmt Delegation | 20 |
| | | ELECTIVE PRESENTATIONS | | |
| 23 | 24 Essentials of Mgmt Operating | 25 Public Relations in the Public Sector | 26 Purchasing and Procurement<br>Media Relations | 27 |

## SUGGESTIONS REQUESTED

Do you want or need training in a particular area or field that you think others may also be interested in? If so, let us know about it and we will try to find capable instructors. Some recent suggestions include: Technical Writing; Speed Writing/Reading; Property Management; and Principles of Statistical Analysis.

Use the form below to let us know your needs, or if you prefer, call us at 444-3749 or 3774.

SUBJECT LOCATION

_____

_____

_____

_____

Return to: Professional Development Center, State Personnel Division, Room 130, Mitchell Building, Helena, Montana 59620.

## GROUP BENEFIT RATES INCREASE

The monthly employee rate for health care coverage increases $2.00 from $77.00 to $79.00 effective September 1. The Basic Life Insurance (core benefit) increases 50 cents from $3.20 to $3.60 per month, and Plan E, the Accidental Health & Disbursement employee rate will increase from $.036 to $.045 per thousand dollars of coverage. Also, under Plan E, to include dependents the increase will be from $.050 to $.062 per thousand. The increase in the State contribution from $100.00 to $105.00 more than covers these increases and those employees covering dependents, will have additional monies left over from the State contribution to reduce out-of-pocket costs. (see break-down on pages 10 and 11.

For further information, contact Mike Arnold at 444-3946.

## POLICY PURSUIT

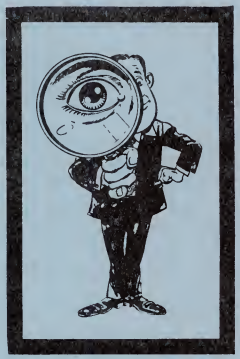
ANSWER:

Although the "coffee break" has become such a familiar practice that it almost seems like a right, Nancy has the "right" to a coffee break only if she is covered by a collective bargaining agreement which provides for coffee breaks or if she works for an agency which has a written policy providing for coffee breaks. Otherwise, coffee breaks are an additional benefit which management grants to employees. No state or federal

laws require employers to provide breaks. Of course, Nancy's supervisor should make an effort to treat all of her employees in a consistent manner. If Nancy is the only employee required to miss her coffee break on a regular basis, she may have a legitimate complaint. Perhaps better time management in the office would prevent unreasonable demands on the typist's time.

## INCENTIVE AWARDS RULES UNDER REVIEW

The administrative rules which govern the operation of the Employee Incentive Awards program have been revised to incorporate 1985 Legislative amendments and have been significantly reorganized to make them easier to use. The proposed changes currently are under review by agency heads, the Personnel Policy Network and by the Incentive Awards Advisory Council.



A number of individual rules will be proposed for repeal. However, in most cases, the content of the rule will be incorporated into another rule. One new rule, titled Program Administration, is proposed which outlines the responsibilities of the Department of Administration for the incentive awards program.

Comments on the proposed changes should be returned to Gale Kuglin by September 9. Revisions based on this comment period will be discussed at meetings of the Personnel Policy Network and the advisory council before the amendments are formally proposed.

For additional information, contact Gale Kuglin, 444-3984, or Barb Charlton, 444-3983.

MONTHLY MEDICAL RATES EFFECTIVE 9/1/85 - Contact Employee Benefits Bureau at 444-3819 before assigning any medicare rates.

NOTE: These rates are applicable to ALL EMPLOYEES and include Medicare Eligible employees and spouses ages 65 through 69.

| | | |
|---|---|---|
| Employee Only | (code 431) | $ 79 |
| Employee and Spouse | ( " " ) | $124 |
| Employee and Family | ( " " ) | $136 |
| Employee and Child(ren) | ( " " ) | $100 |
| Employee and Medicare Eligible Spouse | ( " " ) | $116 |
| Employee and Medicare Eligible Spouse and Child(ren) | ( " " ) | $128 |
| Joint Core Plan-W/Child(ren) | (code 432) | $ 85 |
| Joint Core Plan-Employee Only | (code 434) | $ 85 |

NOTE: These rates are applicable to Medicare Eligible employees and spouses who are UNDER 65 OR OVER 70 years of age ONLY.

| | | |
|---|---|---|
| Medicare Eligible Employee | (code 431) | $ 61 |
| Medicare Eligible Employee and Spouse | ( " " ) | $107 |
| Medicare Eligible Employee and Family | ( " " ) | $119 |
| Medicare Eligible Employee and Child(ren) | ( " " ) | $ 83 |
| Medicare Eligible Employee and Medicare Eligible Spouse | ( " " ) | $ 99 |
| Medicare Eligible Employee, Medicare Eligible Spouse & Child(ren) | | $111 |

MONTHLY DENTAL RATES EFFECTIVE 9/1/85

| | | |
|---|---|---|
| Employee Only | (code 433) | $13.60 |
| Employee and Spouse | ( " " ) | $19.60 |
| Employee and Family | ( " " ) | $31.60 |
| Employee and Child(ren) | ( " " ) | $26.60 |

MONTHLY LIFE INSURANCE RATES EFFECTIVE 9/1/85

| | |
|---|---|
| Plan A - Basic Life (code 450) | $3.60 |
| Plan B - Dependent Life (code 451) | $ .59 |
| Plan C - Optional Life. (code 452) | (see below**) |
| Plan D - Supplemental Life. (code 453) | (see below**) |
| Plan E - Accidental Death & Dismemberment (employee only) | $.045 / $1000 |
| Accidental Death & Dismemberment (and dependents) (code 454) | $.062 / $1000 |

** Plans C & D (per $1,000 coverage monthly):

| | |
|---|---|
| Age: Under 30 | $ .06 |
| Under 40 | $ .09 |
| Under 50 | $ .20 |
| Under 60 | $ .55 |
| Over 60 | $1.18 |

ALL EMPLOYEES MUST BE ENROLLED IN THE "CORE PLAN" WHICH INCLUDES HEALTH, DENTAL AND BASIC LIFE COVERAGE AS A PACKAGE OR MUST WAIVE ALL COVERAGE.

## RETIREES

### MONTHLY MEDICAL RATES EFFECTIVE 9/1/85

| | |
|---|---|
| Retiree Only | $ 79 |
| Retiree and Spouse | $124 |
| Retiree and Family | $136 |
| Retiree and Child(ren) | $100 |
| Retiree and Medicare Eligible Spouse | $116 |
| Retiree and Medicare Eligible Spouse and Child(ren) | $128 |
| Medicare Eligible Retiree | $ 51 |
| Medicare Eligible Retiree and Spouse | $ 96 |
| Medicare Eligible Retiree and Family | $108 |
| Medicare Eligible Retiree and Child(ren) | $ 72 |
| Medicare Eligible Retiree and Medicare Eligible Spouse | $ 88 |
| Medicare Eligible Retiree, Medicare Eligible Spouse & Child(ren) | $100 |

### MONTHLY DENTAL RATES EFFECTIVE 9/1/85

| | |
|---|---|
| Retiree Only | $13.60 |
| Retiree and Spouse | $19.60 |
| Retiree and Family | $31.60 |
| Retiree and Child(ren) | $26.60 |

No dental coverage allowable after retiree is Medicare Eligible.

### MONTHLY LIFE INSURANCE RATES EFFECTIVE 9/1/85

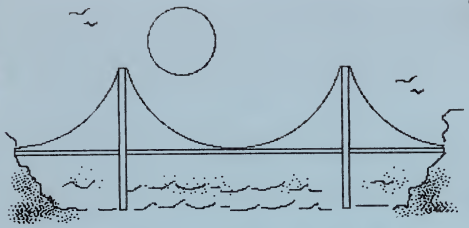
Plan A - Basic Life. . . . . $3.60

Conversion of Plans B, C, and D is available upon request.

No optional life coverage is continued under the group plan.

No life coverage at all is allowable under the group plan after retiree is 65 years old. Conversion is available upon request.

NOTE: Surviving spouses will replace the retiree as certificate-holder Use the same rates that apply above. No dental or life coverage is allowable. A surviving spouse must use his/her own Social Security Number and Certificate Number and sign a change of status to transfer coverage.



# EQUAL EMPLOYMENT OPPORTUNITY CONFERENCE

BRIDGING THE "80'S"

FIFTH ANNUAL

October 9 & 10, 1985
Great Falls, Montana

## FIFTH ANNUAL EEO CONFERENCE AND HANDICAPPED EMPLOYMENT CHALLENGE AWARDS BANQUET
## RAINBOW HOTEL-GREAT FALLS, MONTANA

| | |
|---|---|
| REGISTRATION FEE: | $40 for the EEO Conference, includes 4 fun time refreshment breaks and/or |
| | $10 for the Handicapped Employment Challenge Awards Banquet, includes dinner |
| AVAILABLE CREDIT: | Montana State University; undergraduate or graduate credit |
| | Montana Bar Association CLEU credits |
| ENROLLMENT LIMIT: | 100, due to limited space |

---------- REGISTRATION FORM ----------

NAME _____ AFFILIATION _____

ADDRESS _____ PHONE _____
Street or Box City State Zip

A block of rooms has been set aside at the Rainbow Hotel and will be held until September 24. It is the responsibility of the registrants to secure room reservations. The Rainbow honors state rate. Toll free number is 1-800-332-9940.

Please send registration form to:
EEO Conference
State Personnel Division
Room 130, Mitchell Building
Helena, Montana 59620
[406]444-3871

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Number 7
Volume V

September 1985

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## FIVE NEW CLASSES FROM PDC DURING OCTOBER

The new Fall Schedule of classes sponsored by the Professional Development Center has been released and it shows five new classes as well as 13 others that have been offered in the past.

A.M. Exercises, October 1, in the Coach House Inn, Helena. The half-day class will be instructed by Bob Marsenich of Metamorphosis in Missoula and is aimed at building self-confidence and helping participants achieve their fullest potential. Cost is just $40.00.

Motivation, October 2, Workers' Compensation Building, Helena, This course is a self-development class aimed at improving your own performance through an improved outlook on your job and daily life. Bob Marsenich will be the instructor. Cost is $40.00.

Writing Position Descriptions, October 18, in the Mitchell Building in Helena. Position Descriptions form the basis for many personnel actions and the ability to write a good one can have long-lasting effects. Cost $30.00.

Performance Appraisals: The Employee's View, October 25, Workers' Compensation Building. This seminar is intended to help employees understand the purpose and benefits that can be realized by the Performance Appraisal system. Cost $35.00.

Practical Research Methods, October 29, Coach House Inn, Helena. This course will look at the methods and means available to research information on which to base future plans. It will be presented by Community Systems of Bozeman, a management consulting firm. Cost $65.00.

First Impressions, October 31, Workers' Compensation Building, Helena. This half-day class will be presented by Mountain Bell Telephone, and will give participants both the tools and the motivation to make the best possible "first impression" on our "customers." Cost $60.00.

Look at the full calendar of classes on page 2 to see the other seminars and workshops being presented this quarter. For further information call the Professional Development Center at 444-3985.

**PROFESSIONAL DEVELOPMENT CENTER**

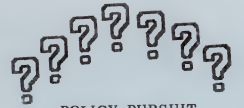
## MANAGEMENT DEVELOPMENT ADVISORY COUNCIL TO MEET

The Management Development Advisory Council will be holding a meeting in Room 201, Workers' Compensation Building, on October 3, from 10:00 a.m. to noon. This is the group that serves in an advisory capacity to the Professional Development Center regarding management training needed throughout the state. Current members of the council are: Gary Blewett, Labor and Industry; Dan Bucks, Revenue; Maureen Fleming, University of Montana; Russell McDonald, Highways; Shirley Miller, Commerce; Sandra Olsen, State Lands, Dennis Taylor, Administration; and Kenneth Weaver, Montana State University. Anyone having suggestions regarding the selection of classes being offered under the auspices of P.D.C. should contact one of the members of the Management Development Advisory Council.

# PDC TRAINING SCHEDULE
## FOURTH QUARTER -1985

| MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY |
|---|---|---|---|---|
| OCTOBER | 1 Fiscal Management<br>A.M. Exercises | 2 Motivation | 3 Righting Your Writing | 4 |
| 7 | 8 Editing Skills | 9 **E.E.O. Conference - 2 Days GREAT FALLS** | 10 Report Writing | 11 |
| 14 HOLIDAY | 15 | 16 Remote Supervision **MISSOULA** | 17 | 18 Writing Position Descriptions |
| 21 | 22 Media Relations | 23 Essentials of Mgmt Leading<br>Women in Mgmt - **Missoula** | 24 Essentials of Mgmt Organizing | 25 Performance Appraisal The Employee's View |
| 28 | 29 Delicate Balance<br>Practical Research Methods | 30 Managing Your Time | 31 Essentials of Mgmt Delegation<br>First Impressions | NOVEMBER 1 First Impressions |
| 4 | 5 Essentials of Mgmt Operating | 6 How to Keep Your Job from Making You Sick | 7 Principles of Mgmt Controls | 8 |
| Advanced Editing - 3 1/2 day sessions | | | | |
| 11 HOLIDAY | 12 New Employee Orient.<br>Sexual Harassmnt Prev. | 13 Essentials of Mgmt Evaluating<br>Influencing:Communicating Ideas that Matter | 14 Principles of Mgmt Programs<br>Women in Mgmt | 15 Windmills |
| 18 | 19 P.O.M.-Budgets<br>Purchasing-Compet. Proposals<br>PR in the Pub. Sector | 20 Essentials of Mgmt Controlling<br>Self Management<br>Approaching Supvr. | 21 Essentials of Mgmt Synthesis | 22 |
| 25 | 26 Principles of Mgmt Information | 27 | 28 HOLIDAY | 29 |
| 2 DECEMBER | 3 Performance Standards/Appraisal (Part 1) | 4 Principles of Mgmt Special Issues<br>Technical Writing | 5 Marketing for the Public Sector | 6 |
| 9 | 10 Conflict Mgmt | 11 Performance Standards/Appraisal (Part 2) | 12 Principles of Mgmt Synthesis | 13 |
| Supervisors Clinic 3 1/2 day Sessions | | | | |
| 16 | 17 PR in the Public Sector | 18 | 19 Managing Your Time | 20 |
| 23 | 24 | 25 HOLIDAY | 26 | 27 |

**For further information call us at 444-3985 or 444-3774**



## POLICY PURSUIT

QUESTION:

Will state employees have a holiday next January in celebration of Martin Luther King's birthday?

## UTILIZATION ANALYSIS UNDERWAY

The State Personnel Division has distributed an up-dated Employee Inventory and EEO Turnaround Document #1 to state agencies. The turnaround document will be used to complete this year's utilization analysis.

Agencies have been asked to review the information displayed on the turnaround and fill in needed information. The turnaround document should be completed and returned to the State Personnel Division no later than September 25, 1985. Detailed instructions regarding proper completion of the turnaround document were attached to the document when it was distributed to state agencies.

The next step in the process is to determine availability indexes using appropriate census data. Agency utilization analysis will then be produced so each state agency can update its affirmative action plan.

All state agencies' updated plans must be in to the State Personnel Division for review by January 15, 1986.

If you have any questions or concerns, please contact Dave McLaughlin, EEO Coordinator, at 444-3796, for assistance.

## TOLL-FREE CLAIMS NUMBER ANNOUNCED

The employee "Toll-Free" phone number for Medical and Dental claims service becomes operational September 18, 1985. That number is

**1-800-423-0805**

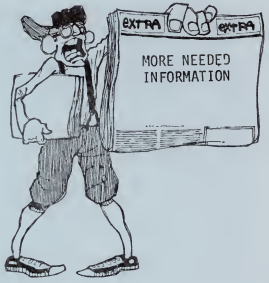
## SPECIAL LIFE ENROLLMENT JANUARY 1, to JANUARY 31, 1986

There will be a special life insurance enrollment from January 1, 1986 through January 31, 1986. All applications will be underwritten with effective dates the first of the month following approval by Northwestern National Life Insurance Company.

Effective January 1, 1986, optional life coverage for a spouse will be available under Plan B, Dependent Life Plan. The maximum spouse benefit will be 50% of the employee's total life coverage under Options C and D. Applications will be underwritten with effective date the first of the month following approval.

Cost will be the same as for Option C and D per $1,000 coverage:

| Age | |
|---|---|
| Under 30 | $ .06 |
| Under 40 | $ .09 |
| Under 50 | $ .20 |
| Under 60 | $ .55 |
| Over 60 | $1.18 |




## EMPLOYEE ID CARDS READIED

New employee identification cards will be distributed in November. The Toll-Free claims service number will be printed on the card.

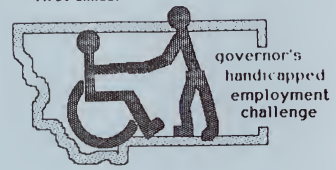
## WINDMILLS TRAINING

Windmills is one of the most widely used and beneficial training programs to raise one's awareness of the employment limitations placed on persons with disabilities. The program is unique in that the trainees learn how to improve the employment opportunities of people with disabilities by seeing for the first time how they, themselves, stand in the way. Also, the trainees learn how to overcome the concerns that others in their agency might have about employing or working with disabled persons.

The training is not an encounter group, nor does it talk about the law, accommodation, or removal of architectural barriers. This training deals strictly with the human factor and, in the end, overcomes concerns of the law, accommodation, etc. The modules used consist primarily of exercises relevant to the everyday world of work, which the participant can relate to and remember back on the job.

The program is easily portable and consists of 14 training modules, each approximately one hour long. The modules can be combined to meet the needs of the agency-supervisors, personnel, co-workers, etc. The program is designed to supplement and enhance on-going training programs. The users of this program will, in all probability, also find reduced numbers of conflicts between the personnel staff and supervisors.

There is no charge for this workshop. If an agency would like to have this training for their staff, or have staff whom they feel should participate in Windmills, they may contact Linda Rickman at 444-3794.




## HANDICAPPED EMPLOYMENT CHALLENGE AWARDS BANQUET SCHEDULED

The Handicapped Employment Challenge Awards Banquet is scheduled for the evening of October 9 in Great Falls at the Rainbow Hotel.

The Challenge, a contest among public and private employers to hire the most disabled persons in a six-month period, has been very successful resulting in a number of disabled persons being hired.

The Awards Banquet is being held to honor the employers who hired the most disabled people. There will be a no host cocktail hour at 6:00 p.m. The banquet will begin at 7:00 p.m. and the awards presentations at approximately 8:00 p.m. Lieutenant Governor George Turman and Jay Rochlin, Executive Assistant to the Chairman of the President's Committee on Employment of the Handicapped will be the guest speakers.

For further information or to register for the banquet, please contact Linda Rickman at 444-3794.

POLICY PURSUIT

ANSWER:

No. The legal holidays observed by the state of Montana are enumerated in state statute, and the Montana legislature has taken no action to include Martin Luther King's birthday as a holiday.

As found in 1-1-216, MCA, the holidays for 1986 will be:

New Year's Day, Wednesday, January 1.
Lincoln's Birthday,
Wednesday, February 12.
Washington's Birthday,
Monday, February 17.
Memorial Day, Monday, May 26.
Independence Day, Friday, July 4.
Labor Day, Monday, September 1.
Columbus Day, Monday, October 13.
State General Election Day,
Tuesday, November 4, (observed on even numbered years).
Veteran's Day, Tuesday, November 11.
Thanksgiving Day,
Thursday, November 27.
Christmas Day, Thursday, December 25.

For more information about holidays, contact Barb Charlton, 444-3983, or Gale Kuglin at 444-3984.

GCEH MEETING SCHEDULED IN GREAT FALLS

The next meeting of the Governor's Committee on Employment of the Handicapped is scheduled for October 9, at 1:30 in Great Falls at the Rainbow Hotel, Rainbow Room. This is scheduled in conjunction with the Handicapped Employment Challenge Awards Banquet (see related story). Some of the items that will be discussed are as follows:

- Governor's Handicapped Employment Challenge Awards Banquet
- Next year's Challenge
- Ideas for promoting the employment of handicapped persons and for promoting GCEH, including a film promotion, media story on successfully employed person in committee member's area
- Increase communication efforts between GCEH and handicapped organization/employment agencies (such as Job Service and Rehabilitative Services offices, and AFL-CIO-Project Work).

This meeting is open to the public. For further information, please contact Linda Rickman at 444-3794.

# Meetings

POLICY NETWORK TO MEET

The Personnel Policy Network will meet September 24 to discuss the review process state agencies are performing to insure compliance with the federal Fair Labor Standards Act. The State Personnel Division has distributed copies of two publications from the U. S. Department of Labor to assist in the review process.

A special invitation has been extended to the chief legal counsel from each agency to participate in the discussion. The meeting begins at 9 a.m. in Room 136, State Personnel Division Conference Room, Mitchell Building.

The Policy Network will also discuss proposed changes to the state rules on Incentive Awards and Annual Leave. Both of these personnel policies are being amended to incorporate 1985 legislative changes.

All network members are encouraged to attend. If you have any questions or concerns, please contact Gale Kuglin at 444-3984 or Barb Charlton at 444-3983.

## EEO CONFERENCE SCHEDULED IN GREAT FALLS

The 5th Annual Equal Employment Opportunity Conference sponsored by the State Personnel Division will be held in Great Falls at the Rainbow Hotel, October 9, and 10.

This year's theme is entitled "Bridging the 1980's." In conjunction with the conference we have scheduled the Governor's Handicapped Employment Challenge awards banquet to be held the evening of October 9 at the Rainbow Hotel.

### TENTATIVE AGENDA

OCTOBER 9

BRIDGING THE "80's"
DENNIS M. TAYLOR, Administrator
Montana State Personnel Division

EEO IN ACTION
MARILYN T. SHULER, Director
Idaho Human Rights Commission

SKIT BREAK
THEME: JOB SERVICE
T. GARY CURTIS, Administrator
Department of Labor and Industry

VIETNAM-ERA VETERAN
WILLIAM E. COMP
Disabled American Veteran's National Service Officer for the State of Montana

THE NATIVE AMERICAN INDIAN
DONALD "LOUIE" CLAYBORN
Coordinator of Indian Affairs,
JAMES C. "WOLFKING" BAIRD
President, Neowe Tohopa, Inc., Billings

WHAT'S NEW IN EEO
R. SCOTT CURREY, Attorney
Department of Labor and Industry

HANDICAPPED EMPLOYMENT CHALLENGE AWARDS BANQUET
GEROGE TURMAN, Lieutenant Governor,
JAY ROCHLIN, Executive Assistant to the Chairman of the President's Committee on Employment of the Handicapped

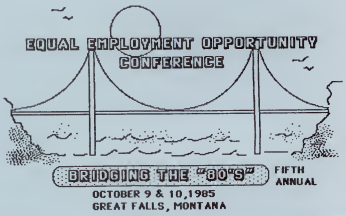
A NO HOST COCKTAIL HOUR AND DINNER BEFORE THE AWARDS PRESENTATIONS

OCTOBER 10

EMPLOYMENT OF THE DISABLED
JAY ROCHLIN

SKIT BREAK
THEME: RECRUITMENT/SELECTION
PAMELA K. WINTRODE, Personnel Manager, Department of Labor and Industry

WOMEN IN MANAGEMENT
VONDENE HOPKINS, Management Consultant, Department of Social and Rehabilitation Services




WORKSHOP SESSIONS

ONE-O. ONE
Meet the conference speakers

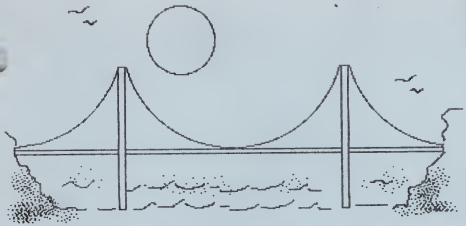
OBSTACLE COURSE
Role playing exercise-problems disabled persons face day-to-day
JAN - HOTLINE
Job Accommodation Network

EEO AWARENESS TRAINING
FILMS AND VIDEOS

WINDMILLS
Sessions to raise one's awareness of limitations we may impose on employing and working with the disabled, women, and minorities.

WE HAVE SCHEDULED A NUMBER OF SESSIONS IN EACH WORKSHOP TO ALLOW FOR THE PARTICIPATION IN ALL WORKSHOPS.

. Registration Form on Page 7.



# EQUAL EMPLOYMENT OPPORTUNITY CONFERENCE

BRIDGING THE "80'S"

FIFTH ANNUAL

October 9 & 10, 1985
Great Falls, Montana

## FIFTH ANNUAL EEO CONFERENCE AND HANDICAPPED EMPLOYMENT CHALLENGE AWARDS BANQUET RAINBOW HOTEL-GREAT FALLS, MONTANA

| | |
|---|---|
| REGISTRATION FEE: | $40 for the EEO Conference, includes 4 fun time refreshment breaks and/or<br>$10 for the Handicapped Employment Challenge Awards Banquet, includes dinner |
| AVAILABLE CREDIT: | Montana State University; undergraduate or graduate credit<br>Montana Bar Association CLEU credits |
| ENROLLMENT LIMIT: | 100, due to limited space |

---REGISTRATION FORM---

NAME _____ AFFILIATION _____

ADDRESS _____ PHONE _____
Street or Box City State Zip

A block of rooms has been set aside at the Rainbow Hotel and will be held until September 24. It is the responsibility of the registrants to secure room reservations. The Rainbow honors state rate. Toll free number is 1-800-332-9940.

Please send registration form to:
EEO Conference
State Personnel Division
Room 130, Mitchell Building
Helena, Montana 59620
[406]444-3871

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October 1985

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## KALISPELL HONORED FOR EMPLOYMENT CHALLENGE

For its participation in the Handicapped Employment Challenge, the community of Kalispell was honored at the annual Equal Employment Opportunity Conference October 9 and 10 in Great Falls.

During the six-month challenge sponsored by the Governor's Committee on Employment of the Handicapped (GCEH), eight disabled persons were hired by Kalispell employers. A total of 13 disabled persons were hired across the state.

Lt. Governor George Turman and GCEH chairman Lowell Bartels presented the Community Award to Kalispell Job Service Manager Robert Simoneau.

Individual Awards recipients are: Department of State Lands; Department of Highways; Flathead National Forest, U.S. Forest Service; Kalispell Job Service; Kalispell School District #5, Kalispell; McDonald's Restaurant, Kalispell; Leisure Tours, Inc., Kalispell; Seeke Construction, Kalispell; Thrifty Scot Motel, Kalispell; Wilkinson's Video Station, Kalispell; Montana Power Company, Butte/Colstrip; McDonald's Restaurant, Helena; Public Works Department, City of Missoula.

Speakers at the Challenge banquet were Lt. Governor Turman and Jay Rochlin, executive assistant to the President's Committee on Employment of the Handicapped.

For additional information about the Handicapped Employment Challenge, call Linda Rickman, 444-3871.

## PUBLIC HEARING ON PROPOSED REVISIONS TO THE ANNUAL LEAVE RULES NOVEMBER 8

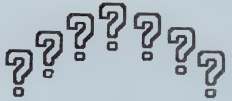
A public hearing on proposed amendments to the annual leave rules is scheduled at 12:15, November 8, 1985, in Room 136, Mitchell Building, Helena, Montana. Interested persons may submit written comments to the State Personnel Division Administrator Laurie Ekanger until November 18, 1985.

Changes in the rules are being proposed in ARM 2.21.222(3) and (4) to implement changes made to 2-18-611 and 2-18-612, MCA, by the 1985 Legislature regarding the method of calculating time toward accelerated annual leave accrual.

Other major changes include:

a. Clarifying the meaning of "immediately" for returning seasonal employees in ARM 2.21.221(5).
b. Addressing irregular schedules (such as 28-day work period) which are permitted by the Federal Fair Labor Standards Act and are currently not addressed in state rules in ARM 2.21.221(9).
c. Clarifying when prior public service with a school district or the university system may be credited for rate earned purposes in ARM 2.21.222(2).
d. Clarifying how to calculate and document prior public service in ARM 2.21.222(9) and (10).
e. Providing that annual leave credits banked for an employee during a lay-off may not be used during the preference period in ARM 2.21.221(12).

Questions regarding these proposals may be directed to Gale Kuglin at 444-3984 or Barb Charlton at 444-3983.



## POLICY PURSUIT

QUESTION: "You know, if we transferred these three questions from that form to this one and reworded number 5 a little we wouldn't have to fill out both forms. And I've never used the third carbon on either form." Alice's supervisor takes a look at her suggestion and agrees. "We fill out 10 or 15 of these each day. This is really going to save us time and money. Let's start working on the changes. Why don't you submit your idea for an incentive award?" the supervisor suggests. Alice asks, "How do I do that?"

(See answer page 4)

## STAFF CHANGES

Laurie Ekanger is the new State Personnel Division Administrator. She was administrator in the Department of Administration Purchasing Division and prior to that was with the Department of Labor and Industry. Former administrator Dennis M. Taylor has moved to the position as administrator in the Developmental Disabilities Division, Department of Social and Rehabilitation Services.

Linda Rickman has been named Equal Employment Opportunity/Handicapped Employment Coordinator. She replaces Dave McLaughlin who has accepted a position with the Intermountain Deaconess Home.

Betty Morris is the new Administrative Aide in the Employee Relations Bureau. She replaces Roxie Thomas who has accepted a position with the Department of Fish, Wildlife and Parks.

## PROFESSIONAL DEVELOPMENT CENTER

| | | | | |
|---|---|---|---|---|
| | | | | **NOVEMBER** 1<br>First Impressions |
| 4<br>Advanced Editing - 3 1/2 day sessions | Essentials of Mgmt Operating 5 | How to Keep Your Job from Making You Sick 6 | Principles of Mgmt Controls 7 | 8 |
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| 25 | Principles of Mgmt Information 26 | 27 | 28<br>HOLIDAY | 29 |

## POLICY PURSUIT

ANSWER: When an employee has a suggestion or an invention that will contribute to the efficiency, economy, or other improvement to state government by reducing the cost of governmental operations, the employee may be appropriately recognized and monetarily rewarded through an Incentive Award.

Awards are 10% of the first year savings up to a maximum of $1,500. The maximum award was increased by the 1985 Legislature.

To submit a suggestion for an award, an employee must complete an Incentive Awards Application. These applications are commonly found on bulletin boards in state office buildings. When completed, the employee submits the application form to the State Personnel Division, Department of Administration. It is reviewed for completeness and to determine if it is a duplicate suggestion.

The program administrator in the department of administration determines which state agencies might be able to implement the suggestion and submits it to those agencies for review. Where an agency recommends implementation of the suggestion, it is returned to the Employee Incentive Awards Advisory Council which makes an award recommendation to the program administrator. The eight-member council is appointed by the Director of the Department of Administration.

## UNITED WAY CAMPAIGN UNDERWAY

Dave Lewis Director of the Department of Social and Rehabilitation Services and Joe Meyer of the Department of Revenue are co-chairs of this year's United Way Campaign which began September 16. The co-chairs are coordinating the efforts of volunteers working in each agency to collect contributions from each Helena area state employee. This year's goal for state employees is $62,000. As of October 9, 52% of the goal had been reached.

During the four years the Incentive Awards program has been in operation, 31 employees have had their suggestions implemented at a first-year cost savings to the state of at least $450,000.

For additional information about the incentive awards program, call Joe Michaud, 444-3887 or Vi Pigman, 444-3809.

## DEFERRED COMPENSATION CHANGES EXPEDITED

Nationwide Life has announced that new-money deferrals (invested since 1980) into the fixed option of the state Deferred Compensation Plan will be paid interest at the rate of 11.2% per annum during the fourth quarter of 1985. Old money deferrals (invested prior to 1981) will earn interest at 8.8% per annum during the fourth quarter.

A new payroll procedure has been adopted to expedite changes made by current participants who stop, raise or lower deferral amounts. Formerly, payroll clerks checked for three signatures on such change forms. Now, a participant can specify his or her requested change on the quarterly card distributed by Montana Benefits, Inc. The payroll clerk can process the changed deferral by verifying the requested change and the participant's signature on a photocopy of the quarterly card.

Questions on these and other deferred compensation developments should be referred to Joe Michaud, 444-3887.

## AGENCIES BRIEFED ON FLSA IMPLEMENTATION

Ruth Baugman, Area Manager, U.S. Department of Labor, Wage and Hour Division conducted a question and answer session October 15 concerning requirements of the federal Fair Labor Standards Act (FLSA). A recent U.S. Supreme Court decision (Garcia v. SAMTA) brings the state of Montana under coverage of the federal law retroactive to April 15, 1985. As a result of this court decision, state agencies have been reviewing the status of employees to determine compliance with the federal law.

Ms. Baugman responded to a variety of questions and summarized the process the federal Wage and Hour Division follows when a wage claim is filed. Ms. Baugman informed the group, which was composed of agency personnel officers, agency attorneys and some union representatives, that the U.S. Secretary of Labor has postponed investigations involving activities considered traditional government employment until November 1, 1985. In August the U.S. Department of Labor stated it would begin investigations effective October 15, 1985.

## PRINCIPLES OF MANAGEMENT CLASS BEGINS NOVEMBER 7

The second session of the six-part Principles of Management curriculum will get underway November 7, under the auspices of the Professional Development Center. This course, intended for Bureau Chiefs and other mid-level managers, covers topics of special interest and need for managers at that level. Subjects covered include Budgets, Program control, information control, and Legislative Rules, Regulations, and Ethics issues, as well as other subjects of special interest to participants. Anyone desiring further information about Principles of Management should call their Personnel representative or the P.D.C. at 444-3855.

The U.S. Department of Labor is operating a toll free line to answer questions. 1-800-233-FLSA. Questions which can not be resolved through use of this telephone service may be addressed in writing to:

U.S. Department of Labor
Salt Lake City Area Office
Room 4311, Federal Building
1255 State Street
Salt Lake City, UT 84138

## OCTOBER SAVINGS BOND MONTH

This year's Savings Bond drive continues through the end of October.

The interest rate formula for savings bonds has been changed making them a more attractive investment. The variable, market-based interest rate for savings bonds has averaged 9.4% since its inception. Savings bonds are also protected by a minimum guarantee of 7.5%, if held five years or longer.

An authorization card to begin payroll deductions may be obtained from bond drive representatives in each agency. The state payroll system can accommodate payroll deductions as small as $5 per month.

For additional information, call your agency representative or Mike Arnold, 444-3946.

# Meetings

## MANAGEMENT ADVISORY COUNCIL MEETING HELD

The Management Development Advisory Council met October 3, for its regular quarterly meeting. Items discussed included upper level management training needs and possible curriculum subjects, and a Certified Public Manager (CPM) program. Although CPM is not available within Montana state government at this time, the Advisory Council and staff of the Professional Development Center will be looking into the possibilities of implementing such a training certification program at some future date. Details will be announced as they become more firm. Anyone desiring to provide the Management Advisory Council with comments or suggestions, should call the Professional Development Center, 444-3855, or contact one of the members of the advisory council. Current members are: Dan Bucks, Revenue; Gary Blewett, Labor and Industry; Dr. Maureen Fleming, University of Montana; Russell McDonald, Highways; Shirley Miller, Commerce; Sandra Olson, State Lands; and Dr. Kenneth Weaver, Montana State University.

## CONSULTANT TO BRIEF BENEFITS COUNCIL

Dan Imming of Martin Segal Inc., consultant to the state's group benefits plan, will report on the plan's status at the November 13 meeting of the State Employee Group Benefits Plan Advisory Council. The meeting begins at 9:00 a.m. in Room 136, Mitchell Building.

Advisory council members are Laurie Ekanger, chairperson, State Personnel Division; Dennis M. Taylor, Department of Social and Rehabilitation Services; John L. Prebil, Department of Highways; Thomas Schneider, Montana Public Employees Association; Nadiean Jensen, AFSCME; Diana Dowling, Legislative Council; Cindy Anders, Department of Revenue, and Tom McCarthy, Montana State Hospital.

For additional information, call Mike Arnold at 444-3946.

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## MANY EMPLOYERS SHOWN TO FAVOR FLEXIBLE AFFIRMATIVE ACTION EMPLOYMENT GOALS

The use of affirmative action to increase employment of women and minorities remains a controversial issue in public debate. However, a survey by Organization Resources Counselors, Inc., a New York management consulting firm, shows that 95% of the chief executive officers of large firms in the survey said that their firms would continue to use numerical objectives to track the progress of women and minorities in their labor force even if the companies were not required to do so by federal regulation. The ORC survey was prompted by the continuing uncertainty in the business community over long-pending changes in the regulatory climate, especially concerning the use of numerical goals and timetables imposed on federal contractors under Executive Order 11246.

There are a variety of factors influencing corporate support for continuing affirmative action measures, according to Peter C. Robertson, an ORC consultant. Demographic trends and projections show that women and minorities will account for some 72-75% of the growth in the labor force nationwide up until 1995, Robertson notes. This trend virtually requires that corporate strategic planning contain appropriate measures to remove barriers in employment for this major segment of the workforce, Robertson says. Similarly, internal demographic trends mandate continuing affirmative action programs. Robertson argues that corporate retrenchment in affirmative action could wreak havoc with morale and productivity if substantial gains in employment and career progress for women and minorities were to be suddenly curtailed because of a change in the regulatory environment.

Vigorous affirmative action programs lead to a "rationalization" of a firm's personnel system that can result in considerable overall improvement in human resources administration, according to Robertson. For example, employers that adopt detailed performance appraisal systems primarily to support corporate affirmative action or EEO efforts frequently discover that the system substantially improves productivity and overall human resources management.

Robertson also notes that successful affirmative action programs demand management systems that parallel those used in other aspects of the business, such as productivity efforts, quality control, or marketing. There must be numerical objectives for managers and supervisors, reinforced with a system of rewards or punishments, as well as reporting and monitoring systems to track progress, Robertson says. The survey shows that 51% of the firms set corporate affirmative action objectives at the highest level of management, and that 74% of the companies plan to institute planning procedures by 1988. Financial incentives for senior managers for meeting corporate EEO objectives were included in the compensation systems of 24% of companies in the survey, with 51% saying they hoped to develop similar plans by 1988. Likewise, performance in meeting EEO objectives figured in salary determinations for line/operating managers at 21% of the companies, with 57% reporting plans to develop financial EEO incentives at this level in the future.

> **Observation:** The main sticking point in the controversy over affirmative action regulations for federal contractors is the requirement that those who underutilize women or minorities declare goals and timetables for improving their employment profile. Proponents of radical change in the program administered by the Office of Federal Contract Compliance Programs argue that goals and timetables have been transformed in the past by inflexible regulatory enforcement into quotas based on race or sex.

However, business groups have not supported the move to eliminate goals and timetables. Instead, they argue that reliance on a flexible, good faith standard in evaluating contractor compliance with goals and timetables is all that is needed to reform a valuable social program. In fact, business groups have argued that the workforce diversity prompted by affirmative action measures has benefited their business operations.

(Reprinted from "Employment Alert," September 19, 1985.)

Note: See "Agency EEO Representatives Meet to Review Updating AA Plans" for a report on Montana's EEO/AA program, this page.

## STAFF CHANGES

Linda Kaiser is the new Personnel Specialist II in the Personnel Policy Section and Tewolde Habtemicael is the new Personnel Specialist II in the Equal Employment Opportunity Section of the Employee Relations Bureau, State Personnel Division. Karen Dimmitt is the new Administrative Clerk in the Classification Bureau.

Ms. Kaiser currently is a classification analyst in the Classification Bureau. Mr. Habtemicael is working on a temporary assignment with the EEO Section.

Ms. Kaiser's new telephone number is 444-3794; Mr. Habtemicael's number is 444-3886; and Ms. Dimmitt's number is 444-3764. Linda Rickman, EEO section head's new telephone number is 444-3796.

## AGENCY EEO REPRESENTATIVES MEET TO REVIEW UPDATING AA PLANS

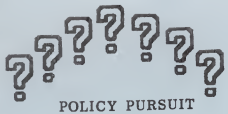
On November 14, agency EEO representatives met to discuss:

EEO/AA Guidelines - State Personnel has revised the EEO/AA Guidelines to incorporate the P/P/P-Applicant Flow information and to better assist agencies in developing Affirmative Action Plans. The guidelines will remain in draft form throughout the development of 1986 AA plans. After that time a task force made up of agency EEO representatives will revise the draft guidelines as needed.

Utilization and Available Analysis - Most agencies have updated and returned the employee inventories. This is the first step in updating the Utilization and Availability Analysis. This analysis compares the agency's minority and female workforce (utilization) to the minority and female labor force (availability). If utilization is less than availability underutilization is identified. The agencies will be working with State Personnel Division staff to assign the appropriate occupational titles (census data) and labor force availability to each classification code. This must be completed by December 16. At that time the information will be entered in the computer. The Utilization and Availability analysis will be run the first of January.

Affirmative Action Plans - Agencies agreed to have affirmative action plans which cover a two-year period. Agencies will begin writing AA plans in January for calendar years 1986 and 1987. They will update these plans in December of 1986 and as needed throughout the year.

For further information call Linda Rickman, EEO/Disabled Employment Coordinator at 444-3796 or Tewolde Habtemicael, EEO Specialist, at 444-3886.



## POLICY PURSUIT

QUESTION:

"Jeff needs braces," moans Shirley one morning during her coffee break. "It's really going to cost and it means weekly trips to the orthodontist for awhile. How am I going to arrange all that time off? Do you think I can take sick leave to take Jeff to the dentist?" Her co-worker Alice suggests, "You'd better talk to the supervisor soon to find out."

## DNRC EMPLOYEE RECEIVES $300 INCENTIVE AWARD

Paul Cartwright, a research specialist with the Department of Natural Resources and Conservation, received a $300 Incentive Award from Governor Ted Schwinden on November 8.

Mr. Cartwright suggested that contractors submit copies of the final contract reports on a tape or disk in a format compatible with the state word processing systems. Implementation of this idea eliminates the need for rekeying and reproofing these reports. The state agency evaluation of this idea has documented that $3,000 already has been saved through the idea's implementation.

For additional information about the incentive awards program, call Joe Michaud at 444-3887.

## VOLUNTEER PROGRAM GUIDE DISTRIBUTED

The State Personnel Division has published and distributed a Volunteer Program Guide. The guide was developed to assist state agencies implement and manage volunteer program.

Based on trends in technical assistance requests we get, the State Personnel Division occasionally issues guides to assist state agencies administer specific kinds of personnel programs or activities. Guides are designed to help state supervisors, managers, and employees. Guides are not state policy or administrative rule, although they may cite rule or law. Guides are not binding on any agency and do not establish practice or set precedent.

If you would like a copy of the volunteer program guide, call Barb Charlton at 444-3789.

ANSWER:

Shirley's supervisor goes to the Montana Operations Manual, Volume III to find the sick leave policy, (Policy 3-0310) for the answer to her question. ARM 2.21.132, Conditions for Use of Sick Leave, lists eight possible uses for sick leave. They are:

(a) illness;
(b) injury;
(c) medical disability;
(d) maternity-related disability, including prenatal care, birth, miscarriage, abortion, or other medical care for either employee or child;
(e) quarantine resulting from exposure to contagious disease;
(f) medical, dental or eye examination or treatment;
(g) necessary care of or attendance to an immediate family member, or at the agency's discretion, another relative, for the above reasons until other attendance can reasonably be obtained; and
(h) death or funeral attendance for an immediate family member or, at the agency's discretion, for another person.

An initial review of the rules indicates that taking a child to a dental appointment is an acceptable use of sick leave. (See (f) and (g)). But ARM 2.21.123 also states, "Nothing in this policy guarantees the approval of the granting of such leave in any instance. Each request will be judged by the agency in accordance with this policy."

Since Jeff's dental appointments could result in significant sick leave use over a period of time, both Shirley and her supervisor may want to consider some alternatives to the use of sick leave. Consideration of alternatives to the use of sick leave would be appropriate any time an employee requests leave for a routine medical appointment. Some possible alternatives include:

1. Scheduling appointments outside regular working hours.

2. Creating an alternate work schedule for the employee, which allows the employee to schedule appointments outside regular working hours. The schedule could be created for the day the appointment will take place or could be a more permanent change of the weekly schedule.
3. Determining if another family member or another person can take the child to the appointment, at least some of the time.

The employee or the supervisor may have other ideas for alternatives to the use of sick leave. The supervisor should be careful to avoid conflicts with any provisions of union contracts which may cover the employee.

If no alternatives are possible, the supervisor may approve the use of sick leave for routine medical appointments. The request for such leave should be made in advance for each appointment and the employee may be asked to provide a tentative schedule of all appointments, if it is available. Each request for leave should be reviewed and approved independently. It may be possible for the employee to change a routine appointment, if there is a need for the employee at work on a specific occasion. Perhaps the alternatives won't work for every occasion, but they may work some times and should be considered.

For further information about sick leave, call your agency personnel officer or Gale Kuglin, 444-3984, or Barb Charlton, 444-3789.

PERFORMANCE OF DEFERRED COMPENSATION OPTIONS
AS OF SEPTEMBER 30, 1985

| Fund | Type of Fund | Percent Asset Value Change in Last 3 Months | Percent Asset Value Change in Last 6 Months | Percent Asset Value Change in Last Year | Percent Asset Value Change in Last 2 Years (Yearly Average) | Percent Asset Value Change in Last 5 Years (Yearly Average) |
|---|---|---|---|---|---|---|
| Deferred Compensation Plan Options: | | | | | | |
| 1. Fixed annuity-money invested before January 1, 1981 | Guaranteed rate of return - Long-term commitments | 2.2 | 4.4 | 8.9 | 8.9 | 8.8 |
| 2. Fixed annuity-money invested after January 1, 1981 | Guaranteed rate of return - Long-term commitments | 2.8 | 5.7 | 11.5 | 11.5 | INA* |
| 3. Nationwide Fund | Income Stocks | -1.8 | 6.8 | 17.9 | 11.0 | 13.3 |
| 4. Seligman Growth Fund | Growth Stocks | -7.3 | 1.4 | 11.2 | -0.4 | 8.5 |
| 5. Putnam Investors | Growth Stocks | -8.6 | -1.7 | 9.0 | 1.8 | 11.0 |
| 6. Massachusetts Investors Growth Stock Fund | Growth Stocks | -6.0 | 0.0 | 6.4 | -0.2 | 10.0 |
| 7. Mutual Investing Money Market Fund | Short-term debt instruments | 1.6 | 3.4 | 7.6 | 8.3 | 10.6* |
| 8. Massachusetts Financial High Income Trust Fund | Fixed income securities | 4.8 | 10.0 | 17.7 | 10.8 | 17.7* |
| 9. Massachusetts Capital Development Fund | Aggressive growth stocks | -6.2 | 2.2 | 10.5 | -2.1 | 16.6* |
| 10. Fidelity High Income Fund | Fixed income securities | 2.6 | 10.7 | 20.9 | 14.4** | INA** |
| 11. Fidelity Equity Income Fund | Income stocks | -2.1 | 4.2 | 17.7 | 10.9** | INA** |
| 12. Twentieth Century Growth Fund | Aggressive growth stocks | -6.8 | 1.8 | 10.1 | -1.6** | INA** |
| Market Indicators: | | | | | | |
| 1. U.S. Consumer Price Index | Measure of price changes | 0.6 | 1.6 | 2.7 | 3.2 | 5.0 |
| 2. Dow Jones Industrial Average | Industrial stocks | -0.5 | 4.9 | 10.1 | 4.0 | 8.2 |
| 3. Dow Jones Bond Avg. | Bonds | 0.2 | 9.2 | 15.0 | 5.6 | 4.6 |
| 4. Money Market Funds as published in the Wall Street Journal | Short-term debt instruments | 1.8 | 3.9 | 8.5 | 9.0 | 11.1 |

INA - Information used to compute this statistic is not available.
* - This option was not available to state employees before 1/1/81.
** - This option was not available to state employees before 1/1/84.

The above information does not represent any particular participant's investment experience nor does it represent future fund performance.

# Meetings

## PUBLIC HEARING DECEMBER 11 ON SICK LEAVE, INCENTIVE AWARDS

A public hearing is scheduled at 12:15 p.m., Wednesday, December 11, 1985, in Room 136, Mitchell Building, to receive testimony on the proposed amendments to the Sick Leave Rules and Incentive Awards Rules.

The sick leave rule is proposed for change to allow state agencies to provide full leave accrual where an employee does not work consistent 40-hour weeks.

The amendments to the Incentive Awards rules incorporate 1985 legislative changes. A new rule is proposed defining the program responsibilities of the Department of Administration. The rules also have been reorganized. This has resulted in the proposed repeal of several rules: however, the content of the rules has been incorporated into another rule which will be retained. For example, ARM 2.21.6710, 2.21.6711, 2.21.6712, 2.21.6714, 2.21.6715, and 2.21.6716 all would be repealed and the content amended into ARM 2.21.6707, Eligibility of Suggestions, because they all deal with some aspect of eligibility.

Written comments on proposed changes to both policies may be sent to State Personnel Division Administrator Laurie Ekanger until December 16.

If you have questions about these proposed changes, call Gale Kuglin, 444-3984, or Barb Charlton, 444-3789.

## BENEFITS COUNCIL TO MEET DEC. 12

Management of reserve funds in the employee group benefits fund will be discussed by the Employee Group Benefits Advisory Council December 12. Dan Imming, plan consultant of Martin Segal, Inc., will present a formula for assessing needed plan reserve levels at the meeting which will begin at 1:30 p.m. in Room 136, Mitchell Building.

Mr. Imming reported on the benefits plan experience for the 1984/85 year at a meeting of the council November 13. Imming told the advisory council that the claims/loss ratio for the medical and dental plans was positive. This means more revenue was received from the state's contribution and from employee's contributions for dependent coverage than was paid in claims. The life plan experienced a negative claims/loss ratio, which means less revenue was received than was paid in claims.

The advisory council has scheduled future meetings for the second Wednesday in the months of February, June, August, and November. For additional information about the council or about group benefits, call Mike Arnold at 444-3746.

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# MONTANA PERSONNEL PERSPECTIVES

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Volume V

December 1985

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## FAIR LABOR STANDARDS ACT AMENDMENTS PASS

On November 13, 1985, President Reagan signed legislation to amend the federal Fair Labor Standards Act (FLSA). In February, 1985 the U. S. Supreme Court in Garcia vs. SAMTA brought state government under the requirements of the federal wage and hour law. The recent legislation limits the law's coverage as it applies to state and local government.

The major provisions of the legislation are as follows:

- To allow states and localities to substitute comp time of not less than one and one-half hours for each hour of employment for which overtime pay is required, subject to collective bargaining agreements, memorandums of understanding or, where such agreements do not exist, prior arrangements between the employer and employee (This does not affect employees who are exempt from the FLSA and earn compensatory time under the state's administrative rules.);
- To place a cap on accumulated compensatory time for employees not engaged in emergency, public safety or seasonal work at 240 hours;
- To limit the accumulation of comp time to 480 hours for public safety, emergency response activity or seasonal activity (others are limited to 240 hours);
- To provide that the FLSA will not apply to traditional employees of state and local government until April 15, 1986; and states will not be liable for violations of overtime or minimum wage requirements of the FLSA which occur before April 14, 1986.

The Department of Administration is reviewing the legislation to determine its impact on Montana state government.

If you have any questions regarding the provisions of the legislation, call Mark Cress at 444-3927.

## HOLIDAY OBSERVANCES

Holders of the Montana Operations Manual, Volume III, have been sent: 1) The list of 1986 holiday observances and 2) an updated list of campaign and expedition badges to be used in the administration of veteran's and handicapped person's employment preference.

The campaign and expedition badge list also has been distributed to all local government jurisdictions covered by the employment preference act.

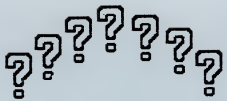
The 1986 holidays are:

| HOLIDAY | DATE OBSERVED |
|---|---|
| New Years Day | Wed., January 1 |
| Lincoln's Birthday | Wed., February 12 |
| Washington's Birthday | Mon., February 17 |
| Memorial Day | Mon., May 26 |
| Fourth of July | Fri., July 4 |
| Labor Day | Mon., October 13 |
| Columbus Day | Mon., October 13 |
| Election Day | Tue., November 4 |
| Veteran's Day | Tue., November 11 |
| Thanksgiving Day | Thu., November 27 |
| Christmas Day | Thu., December 25 |

Please note that the Legislature has not acted to make Martin Luther King's birthday a legal holiday for Montana public employees.

There are three additions to the list of campaign and expedition badges. The original roster was issued in March, 1984, when the administrative rules on employment preference became effective. This is the first update. The Navy Expeditionary Medal and Marine Corps Expeditionary Medal for the Indian Ocean Contingency Operation now have a closing date of 10/20/82. New expeditionary medals have been authorized for Lebanon and Grenada.

For further information about either of these memos, call Gale Kuglin, 444-3984, Barb Charlton, 444-3789, or Linda Kaiser, 444-3794.



POLICY PURSUIT

QUESTION

A current full-time employee has set up a meeting with his supervisor to discuss the possibility of job sharing. The employee has told the supervisor that he would like to finish his Bachelor's degree for job advancement reasons and would like to work only afternoons. A job share situation would allow the employee to schedule morning classes. Does the State of Montana allow for job share arrangements? What should the supervisor do? (See page 4.)

# Meetings

ADVISORY COUNCIL MEETING

The State Employee Group Benefits Advisory Council met on December 12, 1985. Dan Imming, the state's benefit consultant from Martin Segal & Company, delivered his report on projected reserve levels needed to adequately protect the state self-insured plan.

Other topics for discussion included possible future plan options and/or alternatives, protecting plan history in the event of a change in plan administrators, and plan details that need improvement.

For further information, call Mike Arnold at 444-3946.

STATE EXPANDS LIFE PLAN BENEFITS FOR EMPLOYEES' SPOUSES

The state, as of January 1, 1986, has improved its Group Life Insurance Plan to include new optional life coverage for spouses of employees.

A Special Enrollment period of January 1 through 31, 1986, has been arranged with the state's Life Plan insurer, Northwestern National Life Insurance Company, for employees and their spouses to take advantage of this improvement in the state's Life Plan.

During the Special Enrollment period, employees can apply on a simplified underwriting basis for:

- New Optional coverage on spouse under Plan B.
- New or increased optional employee coverage under Plans C and D.

Under the improved Plan, spouses can now apply for up to one-half the amount of combined optional coverage the employee has under Plans C and D.

Each employee will be receiving from the State Personnel Division an information packet early in January with special enrollment materials, including a confidential reply envelope.

The deadline for responding is January 31, 1986.

Cost for the new spouse coverage is at the same low group rates now available to employees for their optional coverage under the State Life Plan.

During this Special Enrollment period, employees also have the opportunity to apply for the first time, or apply to increase their optional coverages under Plans C and D.

Currently, over 4,400 spouses participate in the basic $2000 coverage which remains available under the Plan. Over 4,900 employees have optional coverage under the Plan.

For details see your payroll clerk or call Merrilee Coleman at 444-3819.

## P.D.C. CLASSES ANNOUNCED FOR JANUARY

The following regularly scheduled classes will be conducted by the Professional Development Center during January (see calendar). Some of the highlights of that schedule are:

Assertive Communication, January 8, Glacier Room, Mt. Training Center, from 8:30-4:30. Cost - $45.00. Linda Beck, Management Consultant from Billings will be the leader.

Righting Your Writing, January 14, Yellowstone Room, Mt. Training Center, from 8:30-4:30. Cost - $40.00. Ray Fenton of Helena will be the instructor.

Problem Solving and Creativity, January 14 & 15, Room 302/303, Workers' Compensation Building, from 8:30-4:30 each day. Cost - $115.00. This two-day seminar also will be conducted by Linda Beck of Billings.

Front Line Public Relations, January 22, Yellowstone Room, Mt. Training Center, 8:30-4:30. Cost - $55.00. Mary Ellen Campbell, Assistant Professor, University of Montana, will conduct the seminar.

For further information regarding these and other classes offered by the Professional Development Center, call us at 444-3985, 3774, 3749, or 3855.

## WINTER CATALOG OF CLASSES IS PUBLISHED

The Winter course catalog of classes offered by the Professional Development Center has been published and should be available within your agency at this time. Copies have been sent to all Personnel representatives and others within each agency. This catalog lists all classes to be conducted from January through March, 1986, in detail, and highlights those scheduled for the month of April, 1986.

**PROFESSIONAL DEVELOPMENT CENTER**

## JANUARY

| MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY |
|---|---|---|---|---|
| | | 1 New Year's Day | 2 | 3 |
| 6 | 7 Public Speaking | 8 Assertive Communication | 9 Pre-Retirement Planning | 10 |
| 13 | 14 *Essentials of Management* - Leading<br>Righting Your Writing<br>Problem-Solving and Creativity | 15 *Essentials of Management* -- Organizing | 16 Using Survey Research | 17 |
| 20 | 21 Supervising Office Productivity<br>Approaching Supervision Bllgs | 22 Report Writing<br>Front-Line Public Relations | 23 *Essentials of Management* -- Delegating<br>First Impressions | 24 |
| 27 | 28 Sexual Harassment Prevention | 29 *Essentials of Management* -- Operating<br>New Employee Orientation | 30 | 31 |

## POLICY PURSUIT

ANSWER

The State of Montana does allow job share arrangements. Going back to school is just one of the many reasons for wanting to job share. Other reasons include personal ones such as small children at home, the desire to work less than full time, or getting close to retirement, and wanting to reduce working hours. An agency may want to create a job share for positions which are monotonous. Job sharing may also provide a way to accommodate a person's disability.

In 1983, the Legislature approved 2-18-107, M.C.A., which provides that "(1) Job sharing may be used, to the extent practicable, by each agency as a means of promoting increased productivity and employment opportunities. However, job sharing may be actively pursued to fill vacated or new positions and may not be actively pursued to replace current full-time employees. However, on request of a current employee, his position may be considered for job sharing. A position may be filled by more than one incumbent currently in a full-time position. (2) Employees in a job-sharing status are entitled to holiday pay, annual leave, sick leave, and health benefits on the same basis as permanent part-time employees. (3) Employees classified in a part-time status may not be reclassified to a job-sharing status while employed in the position classified as part-time."

Although there is no state policy or administrative rule on job sharing, a Job Sharing Guide was published by the State Personnel Division in 1984. This guide will provide the supervisor with assistance in developing a job share agreement. It can be found in the Montana Operations Manual Volume III or by contacting your agency personnel officer or the State Personnel Division.

This guide provides the supervisor and prospective job share employees with information concerning:

1) Appropriateness of the position to be shared.

2) Performance appraisals.
3) Successful work plans.
4) Sharing the work.
5) Evaluating employees for job sharing.
6) Ending a job share arrangement or replacing a partner.
7) Benefits.

Guides are designed to help state supervisors, managers, and employees. Guides are not state policy or administrative rule, although they may cite rule or law. Guides are not binding on any agency and do not establish practice or set precedent.

For further information about Job Sharing, call your agency personnel officer or Gale Kuglin, 444-3984, or Barb Charlton, 444-3789.

## NEW TRAINING FACILITIES TO OPEN IN DNRC BUILDING

The new year will bring with it new training facilities. The Montana Training Center, located in the basement of the DNRC building, will be composed of two training rooms, the Glacier Room and the Yellowstone Room. Under the auspices of the Professional Development Center, most of the training being offered by the P.D.C. will be conducted there.

Other agencies may use the training rooms when they are available. Anyone desiring further information is urged to call James Burgess at 444-3855.

## DEFERRED COMPENSATION - 1986 FIXED OPTION RATES - CONTRACTS EXTENDED

Nationwide Insurance has announced that fixed fund deferred compensation contributions made since 1980 will earn at least 10.25% in 1986. Deferrals made prior to 1981 will earn at least 8.70% in 1986.

The above rates are floor amounts. Accounts will earn 11.00% or 8.70% annualized during the first quarter of 1986. Market conditions in the remaining quarters may drive the rates up or down, but not below the 1986 floor guarantees of 10.25% and 8.70% respectively.

The structure of the Deferred Compensation Plan will remain the same in 1986 as it was in 1984 and 1985. This structure consists of the Fixed Option, ten variable fund options and a term life insurance option (additional to the group benefit life insurance options available to state employees).

Deferred Compensation is an excellent means for state employees to save for retirement. This is especially true if inflation stays under control as it has for the past few years.

The 1986 Annual Report on Deferred Compensation is expected to be available sometime in February. To obtain a copy of the report or to obtain more information about the plan, call Violet Pigman or Joe Michaud at 444-3887.

## FW&P EMPLOYEE RECEIVES $25 INCENTIVE AWARD

Jack LaValley, a Great Falls area Fish and Game Warden Sergeant, received a $25 Incentive Award from Governor Ted Schwinden on November 19.

Mr. LaValley suggested having the Outfitter Report Books and the renewal forms made in triplicate to eliminate the necessity of making copies to be sent to Helena when requested. This idea has proven to be a big time saver for the Department of Fish, Wildlife and Parks.

A state employee can earn up to $1,500 for each idea submitted and used under the Incentive Awards Program.

Bright green Idea brochures and Program posters with information and application inserts have been distributed to all state agencies. Each employee should have received a brochure and most employees should have access to the application forms through use of the posters. If this is not the case or if other questions should arise regarding this program, call Joe Michaud or Violet Pigman at 444-3887.

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